

Madibeng Local Municipality



IDP REVIEW 2020/21

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EXECUTIVE SUMMARY

INTRODUCTION

A concise description of the Madibeng Local Municipality is set out below.

Madibeng is classified as a category B Municipality, functioning through the Executive Mayoral System. The Municipality was recently demarcated into 41 wards and the Municipal Council comprises of 82 Councillors, (of which 10 are members of the Mayoral Committee), with a full-time Speaker, Chief Whip and Executive Mayor.

Madibeng consists of several urban and rural areas, 9 000 farm portions, as well as a proper established and serviced industrial area. According to the Municipal VTSD plan there are 43 villages, 6 Townships and 7 small dorps.

The following Traditional Authorities are situated within the jurisdiction of Madibeng.

Mmakau Tribal Office
Baapo ba Mogale Tribal Office, Bapong
Bakwena ba Mogopa, Jericho
Bakwena Ba Mogopa Tribal Office, Hebron
Batang Tribal Office Maboloka

One of the advantages of Madibeng is its central location in the North West Province, with Pretoria, Johannesburg, Rustenburg and Krugersdorp as bordering neighbours. As the neighbouring towns are easily accessible through road networks, residents are not confined to employment in the Madibeng jurisdiction alone, but can easily commute to workplaces in the cities and other towns. Furthermore the Lanseria Airport is situated a mere 40 kilometers from Brits.

IDP PROCESS PLAN

The 2020/21 IDP and Budget Process Plan, used as framework in the reviewing process, was adopted by Council on 27 August 2019 per resolution ADMIN.0017.

THE STRUCTURE OF THE IDP DOCUMENT

The structure of the IDP document is divided in 5 phases, ie.

- Analysis
- Strategy
- Project
- Integration
- Approval

Analysis Phase

The phase covers the following areas:

Location and Extent, Socio Economic Aspect, whereby the statistical overview of the Municipality has been analysed as per sectors. Municipal Organizational Structure that covers both Political and Administrative issues. Other important aspects include Municipal Policies, Plans and Bylaws, Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis, Organizational Risks and Comments of the Auditor General's Report.

The Municipality has implemented a Performance Management System whereby progress is monitored by the conducting of performance assessments on a quarterly, mid year and annual basis. Performance audits are conducted by both the Internal Auditors and Auditor General and the Performance reports are also published in the Annual Report.

Strategy Phase

The key aspects in this phase are Public and Stakeholder Participation in the IDP Review processes, Ward Needs and Prioritized Municipal Wide Needs, which were determined at an IDP Representative Forum meeting held on 19 November 2019 as follows

- | | | |
|------------|---|----------------------------|
| Priority 1 | : | Water and Sanitation |
| Priority 2 | : | Roads and Stormwater |
| Priority 3 | : | Electricity |
| Priority 4 | : | Land and Housing |
| Priority 5 | : | Social Services |
| Priority 6 | : | Local Economic Development |

The Vision which is “Madibeng, the prosperous platinum and green tourism city”, Mission and Values, Objectives and Strategies. The Strategies, amongst other, focuses on the following Key Performance Areas of Local Government, ie; Local Economic Development, Financial Viability and Basic Service Delivery and Infrastructure issues.

The following information on services in Madibeng is based on STATSSA (Census 2011) figures:

TOTAL NO OF HOUSEHOLDS : 160 722

SERVICE LEVEL	WITH ACCESS	BACKLOG
Water Supply	143 224	17 500
Sanitation	120 269	40 428
Electricity	130 164	30 560
Waste Management	83 628	77 096
Housing	120 269	64 463

Project Phase

The project phase is the nuts and bolts of IDP implementation. The phase covers the Prioritized Projects for the period 2020/21 and 2021/22 which is the closing cycle of the current 5 Year Plan. Progress on Prioritized Projects and Sector Department Projects for alignment purposes with Spheres of Government.

Integration Phase

The Phase focuses on Twelve Municipal Sector Plans, Performance Management System and Framework and Summary of Alignment with National Plans and Strategies. This includes, amongst other, The National Development Plan and Medium Term Strategic Framework.

Approval Phase

Conclusion is covered under this phase.

Covid-19

On 15 March 2020 the President, Mr. Cyril Ramaphosa, declared the country as in disaster due to the Covid-19 pandemic and accordingly, all gatherings of more than 100 people were henceforth prohibited. The IDP Representative Forum meeting that was scheduled for 17 March 2020 was therefore cancelled. The purpose of this meeting was to present the Draft 2020/21 IDP Review to the IDP Stakeholders.

The Country was then placed under lockdown from midnight 26 March 2020 to 30 April 2020. As a result the Draft 2020/21 IDP Review was published on the Madibeng Municipal Website for 21 days comments from 28 May 2020 to 11 June 2020.

ANALYSIS PHASE

KPA : TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

1.1. LOCATION & EXTENT

The two main economic contributing areas within the Madibeng Local Municipality are Brits and Hartbeespoort Areas. The natural hydrology of Madibeng presents economic opportunities along the water bodies. There is increased pressure of residential developments along the Hartbeespoort Dam and the Rooikoppies Dam. The former has experienced the development pressure for longer than the latter. This is due to the scenic natural settings around the dams. The rivers on the other hand experience agricultural activity due to the favouring conditions on the river banks and areas within their proximity.

1.1.1. BRITS

Brits Town Precinct is situated within Madibeng Local Municipality north of Hartbeespoort Dam and adjacent to N4 Bakwena-Platinum Highway intersection. Brits Town occupies an area of 54,47 km² of the total of 3,839 km² of Madibeng Local Municipality. The town area consists of the following areas:

Town of Brits with the inclusion of the Central Business District
Residential neighbourhood of Elandsrand
Primindia
Brits Industrial Area
The remote townships of Oukasie, Damonsville and Mothutlung; and
The farm portions in-between these areas.

The Brits Town Area is the key economic as well as governance centre within the Madibeng Local Municipality. Brits is located in close proximity to key urban centres in Gauteng and 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway.

The area is physically and functionally interconnected to the northern parts of Tshwane through a group of villages, such as Mmakau, stretching eastwards from Mothutlung up to Ga-Rankuwa. Formal residential developments are found in Lethlabile located north of Brits and Mothutlung in the easterly direction of Brits town.

1.1.2. HARTBEEPOORT

Hartbeespoort is located on the boundary between Gauteng and North West Province. The Precinct is in close proximity to and with good connectivity to key urban areas in Gauteng such as Pretoria, Sandton, Randburg, Midrand and Krugersdorp and is 65 km from Rustenburg. This area is linked to both Rustenburg and Gauteng urban centres by N4 Bakwena-Platinum Highway. From a regional tourism perspective the area is close to Lanseria International Airport which offers both domestic and international flights in Gauteng. This area consists of places around Hartbeespoort Dam in Madibeng Local Municipality and extends to approximately 180 km².

Hartbeespoort is characterized by residential development such as Schoemansville, Ifafi, Meerhof and Kosmos. Residential areas are very distinct from those in Brits. The Magaliesberg Mountain Range topographically separates these two areas. Towards the South of the mountain range there are high income estates and resorts which cater for up-market lifestyles. The residential area include but are not limited to golf courses, nature reserves, marinas and security control. These areas include the likes of Pecanwood, Birdwood, Xanadu to mention but a few.

1.1.3. RURAL AND FARMING AREAS

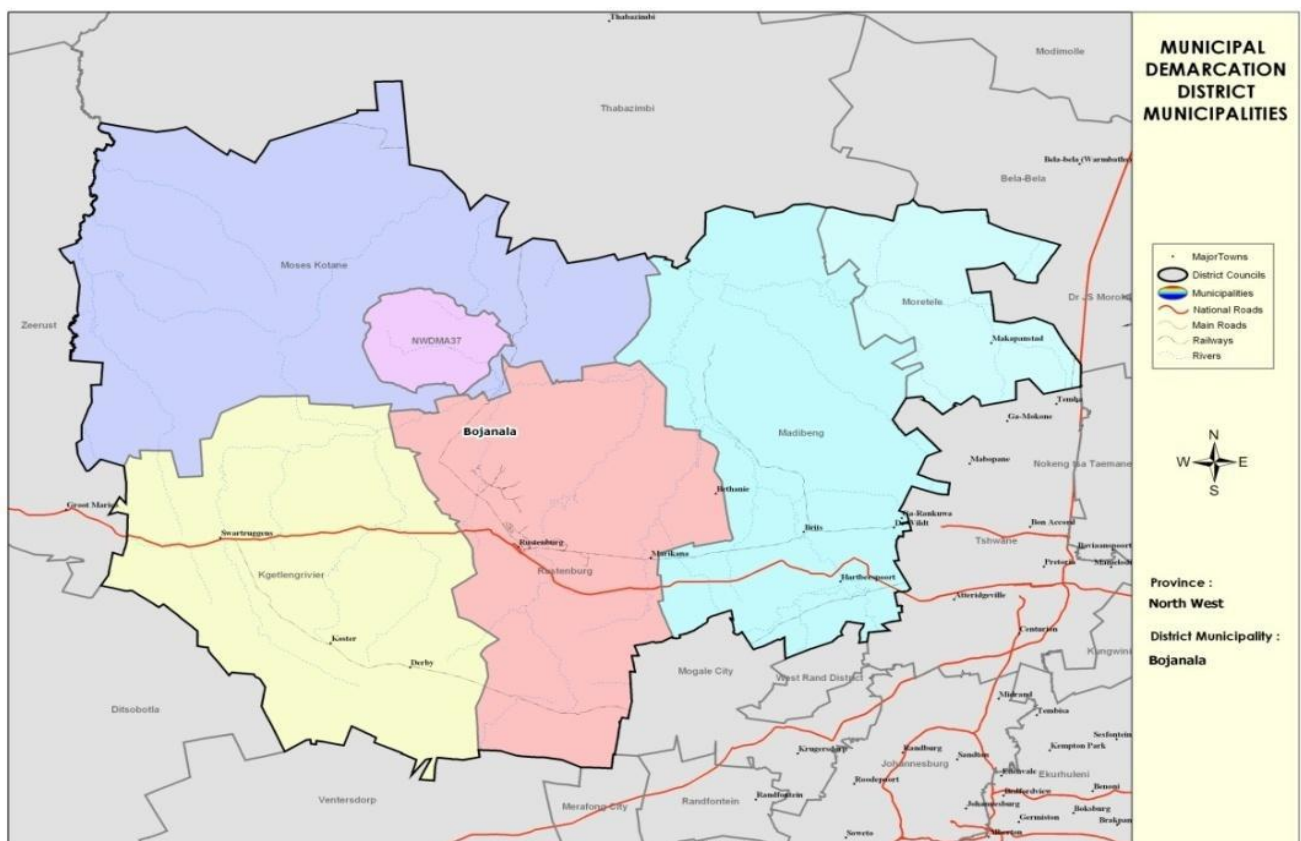
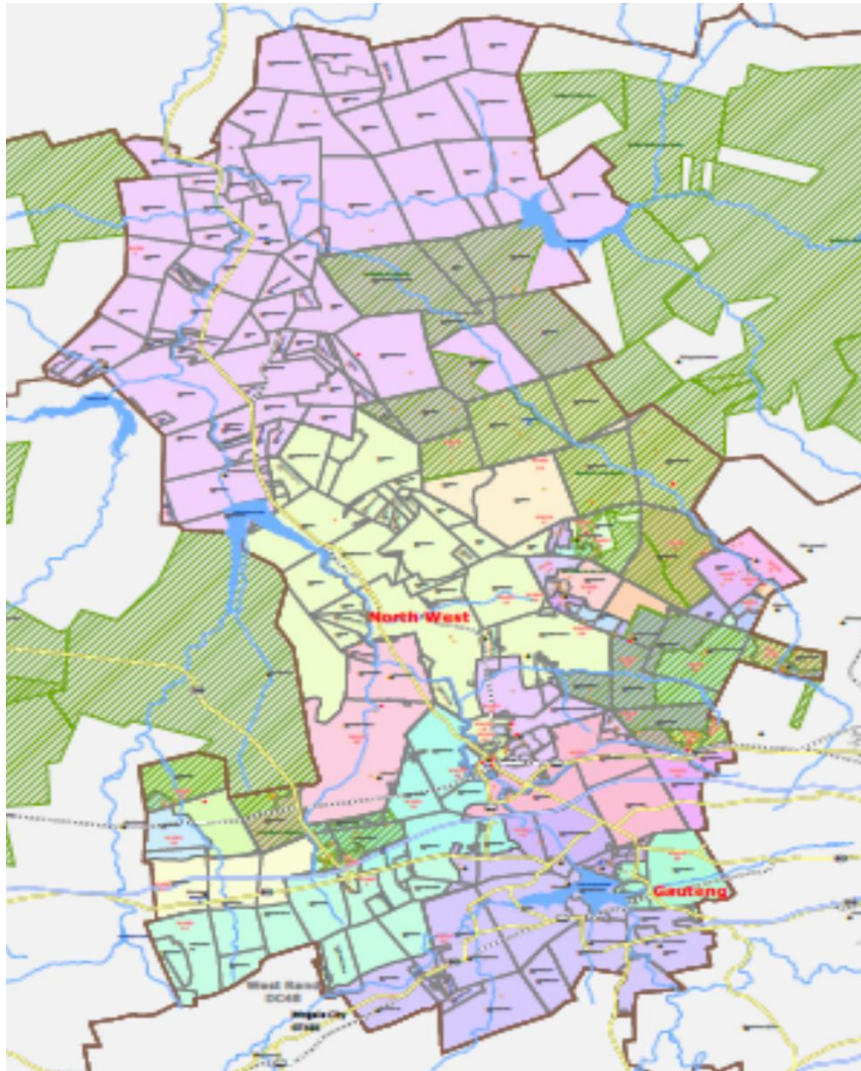
In rural areas, access to services, land, income and livelihoods contributes to the depiction of the municipal human resources and thus influence the rate of rural development. Rural areas are characterised by sparsely populated residential units. Similar and even further scattered settlements can be found in remote agricultural and farm units. These types of settlements can be found in the easterly direction of the municipal area. These areas include Oskraal, Madinyane, Klipvoordam and Kilpvoorstad. These settlements are characterised by subsistence farming.

Located on the east side of Schoemansville and South of the Magaliesberg mountain range is the agricultural holding of Melodi. This area unlike the rest who are subsistence farming rural areas, its purpose is to foster rural living lifestyle. This is attributed by the affluent households it hosts.

1.1.4. NUCLEAR AREA

The Pelindaba Nuclear Plant facilitates nuclear activity for the state. It is located on the South Eastern side of the municipal area and it has a 5 km restricted development buffer zone.

1.1.5. MAPS OF MADIBENG



1.1.6. WARD DESCRIPTION OF AREA

WARD	AREA
Ward 1	Atlanta, Fafung, Kwarriekraal, Klipvoorstad, Legonyane, Mmasebolane, Rasai, Rooival, Sephai, and Vaalboschsloot,
Ward 2	Jericho and Mmupudung
Ward 3	Madidi and Lekgema
Ward 4	Maboloka, Bafokeng and Bataung
Ward 5	Maboloka, Bafokeng and Bataung
Ward 6	Maboloka
Ward 7	Majakaneng
Ward 8	Klipgat: Stakaneng; Jakalasdans, Msiza Village, Mboneni, Selepe, Ndlovu, Ngobeni
Ward 9	Lethabile Block B, C, and part of Block H
Ward 10	Kgabalatsane, Phiring, Phuting, Rockville, Kagisanong, Micha-Kgasi, Greenside, Magaseng, Mmotong, Itireleng and Kgola
Ward 11	Lethabile Block I, Block G, Zone 16, Ext. 2 and Block B Ext.1
Ward 12	Lethabile Zones 2, 5, 6, 8, 10, 12, 14 and Block F
Ward 13	Oukasie
Ward 14	Mosholoji Portion 455 Kameeldrift farm 211 JQ, Rashoop, Wonderpark and Oukasie Ext. 5
Ward 15	Hebron, New Stand, Moagi, Phase 1 and Phase 2 Itsoseng
Ward 16	Itsoseng, Hebron (Roma Section), Matshelapata
Ward 17	Polonia, Rampogodu, Jalasdown, Mangopeng, Mapetla
Ward 18	Mmakau, Thetele, Switch, New Town, Mashiapere, Tlhophane, Block 7, Ramalapong, Naledi
Ward 19	Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Moumong, Dekroon, Moagi and Newtown
Ward 20	Mothotlung
Ward 21	Damonsville, Zilkaatsnek, De Kroon, Mothotlung Ext. 1 & 2,
Ward 22	Brits Town from Hendrik Verwoerd Ave up to the water canal bordering Elandsrand, Portion of Oukasie, i.e. Greenside, Block 5, Phase 2, Phase 3 B & C, Corrie Sanders, Siyathlathla, Masengkeng, Noordkamp and New Clare
Ward 23	Brits CBD, Primindia
Ward 24	Klipgat A, B & C, Hillside, Ikageng, 2010, Sofasonke, Tophasa, Ndlovu, Phasa, Mashamoplame
Ward 25	Bokfontein, Legalaopeng, Marulakop, New Town, Rantene, Bapong, Oustad and Skoolplaas
Ward 26	Wonderkop and Ext. 2
Ward 27	Mooinooi, Bokamoso, Loekeng
Ward 28	Mesetheng, Schandav, Legalaopeng, New Town, Pettele, Modikoane, Riverside, No.1, Bapong
Ward 29	Kosmos, Poland, Shamburg, Orange Farm Sangiro, Kommandonek, Skeerpoort, Hartbeeshoek
Ward 30	Meerhof, Ifafi, Melodie, Refentse, Sunway Village, Ten Rooms, Rietfontein, Hartbeespoort
Ward 31	Majakaneng, Sereopark, Safropa, Modderspruit, Mangoes, Thabeng, Skierlik & Katlegong
Ward 32	Wonderkop, New Stand, Segwaelane
Ward 33	Wawiel, Shieling Farm, Mahantjie, Schoemansville and Damdoryn
Ward 34	Shakung, Shakunyaneng, Moiletswana, Madinyane, Baikagedi, Ramogatla, Letlhakaneng, Rietview, Dimpongpong
Ward 35	Kgabalatsane, Morolong, Oskraal and Rabokala, Thetele, Switch, Rankotea, Ntswapilong
Ward 36	Klipgat
Ward 37	Klipgat, Ikageng, 2010, Hillside and Langelibalele
Ward 38	Centreville, Block E, F & H, Plots Oskraal, Zone 6 & 10, Skierlik
Ward 39	Elandsrand, Oukasie – Vuka Section, Mamogalieskraal
Ward 40	Pansdrift, Sonop, Khalamtswana, Part of Segwaelane, Geluk, Uitvalgrond, Kareepoort, Losperfontein, Rooikoppie and Regorogile
Ward 41	Moseja Section, Beverley Hills, Block E, Motseng and Midas Section

1.2. SOCIO ECONOMIC PROFILE

PRIMARY ECONOMY

Agriculture, Tourism and mining are the main primary economies. The Agricultural sector, which produces food, is the biggest primary economy. It is categorized into four classifications, namely, extensive farming (44% of the Municipal area), intensive agriculture (18%), game farming (10%) and subsistence farming. Tourism also plays a major economic role as it is based on the natural systems (11%). Scenic routes, heritage sites, resorts and nature reserves are some of the main attractions in the tourism sector.

The mining sector is dominated by platinum and chromium mining as well as quarrying activity. Platinum mining activity is located on the south eastern side of the side of Brits while quarrying is spread around the municipal area. The primary economic activities have to be managed in such a manner as to make sure that their impact on the natural environment and resources is controlled.

SECONDARY ECONOMY

Secondary economy refers to activities involved in the manufacturing of finished goods. The secondary sector is understood to include all manufacturing, processing, and construction. Activities associated with the secondary economy include metal working, smelting, automobile production, textile production, chemical industries, engineering industries, manufacturing, energy utilities, breweries, bottlers, and construction.

Secondary economic activities are normally linked to the primary economic activity. Thus secondary activity in Madibeng Local Municipality is in alignment with agricultural processing without the exclusion of manufacturing and construction. These activities are located in Brits, along the N4 Highway as well as a lesser activity scale in Lethlabile.

TERTIARY ECONOMY

The tertiary sector of the economy is largely associated with service industries. This sector provides services to both the general population and businesses. Activities that are commonly associated with tertiary economy include retail and wholesale sales, transportation, distribution, entertainment, restaurants, clerical services, media, tourism, insurance, banking, healthcare and law.

In most developed and developing countries, a growing proportion of workers are devoted to the tertiary sector. The N4 Highway plays a significant role within the transport, logistics and distribution activities within the municipal area. The N4 facilitates transport linkages between Rustenburg, Tshwane and Johannesburg.

Brits is the administrative capital of the municipality, bearing the bulk of municipal and government services. The Pelindaba nuclear facility also forms part of the government services. It is located on the south eastern side on the municipal area.

DEMOGRAPHIC INDICATORS

The ability of individuals to contribute to production is largely dependent on their level of human capital development. This level of development is indicated by demographic indicators such as education, housing, employment and income levels.

Education and formal training play an important role in the overall value of people. Increased value of Madibeng Local Municipality's residents can improve their living conditions. Further Education Training (FET) colleges, which concentrate on economic sectors present in the Municipality, will improve the human capital in Madibeng. This will reduce unemployment rate in the Municipality.

RURAL DEVELOPMENT

The north eastern quadrant of the Municipality is composed of rural settlements (villages). These villages are characterised by subsistence farming and indigenous knowledge systems. Rural development can be assessed by investigating rural livelihoods, access to income, access to land and access to services. This will inform the manner in which basic services are provided and the rural landscape is retained.

Rural areas are characterized by relatively high logistical costs and high per capita service costs. Therefore the provision of government services such as the municipal office, clinic, schools, become costly. Thus in cases where services are provided, the recurrent costs of all but the most basic services must be met by those who use them. It is essential for Madibeng to recover costs in the peri-urban and rural areas through the pro-active debt collection policies.

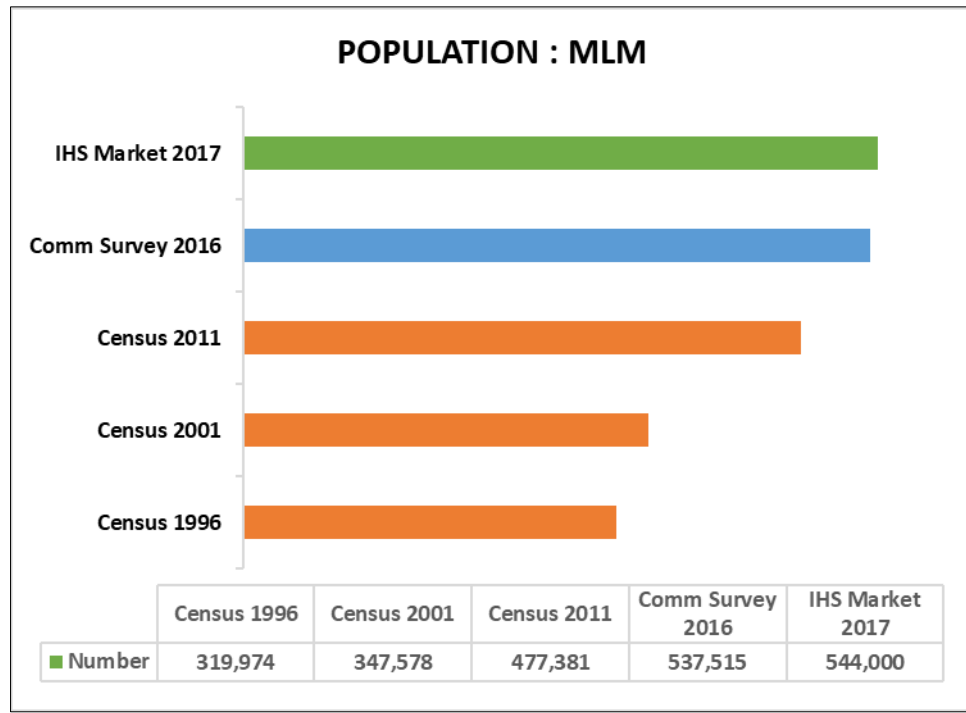
The process of formalising settlements in rural areas is essential. This process helps to unlock the economic potential of the area, facilitate appropriate regulation of land use as well as enable the municipality to implement cost recovery. This will ensure sustainable rural settlements.

STATISTICAL OVERVIEW

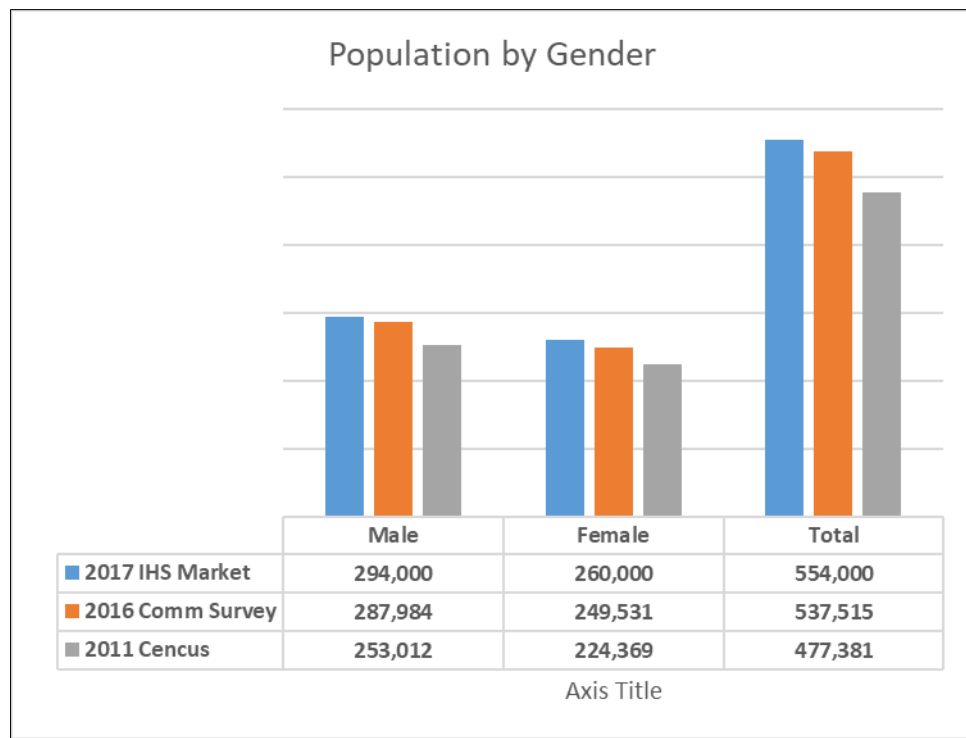
2017 IHS MARKIT REGIONAL EXPLORER VERSION 1417

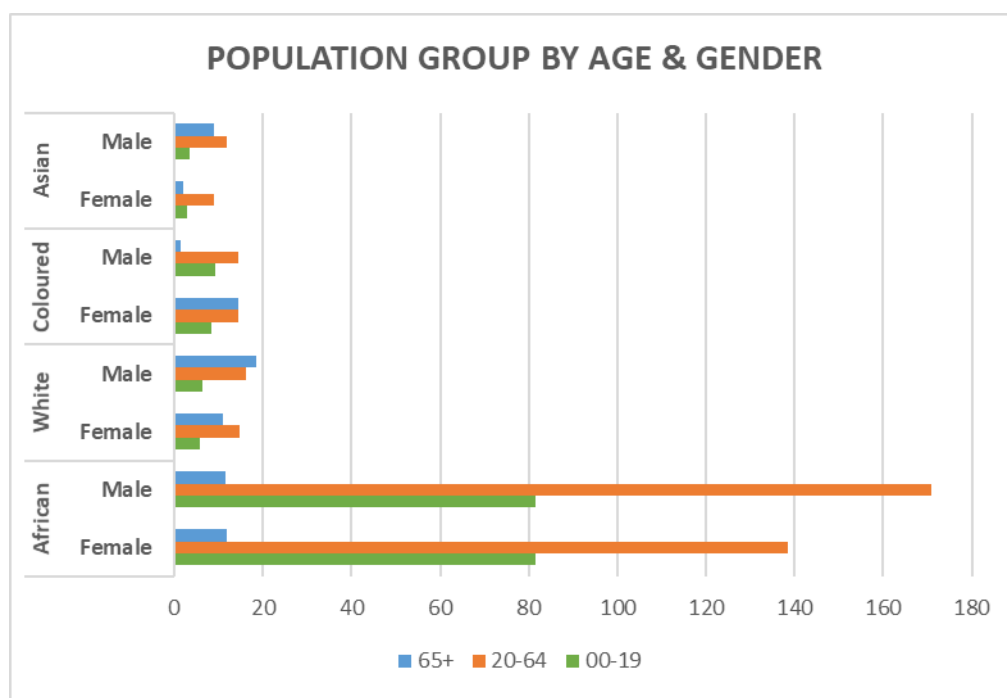
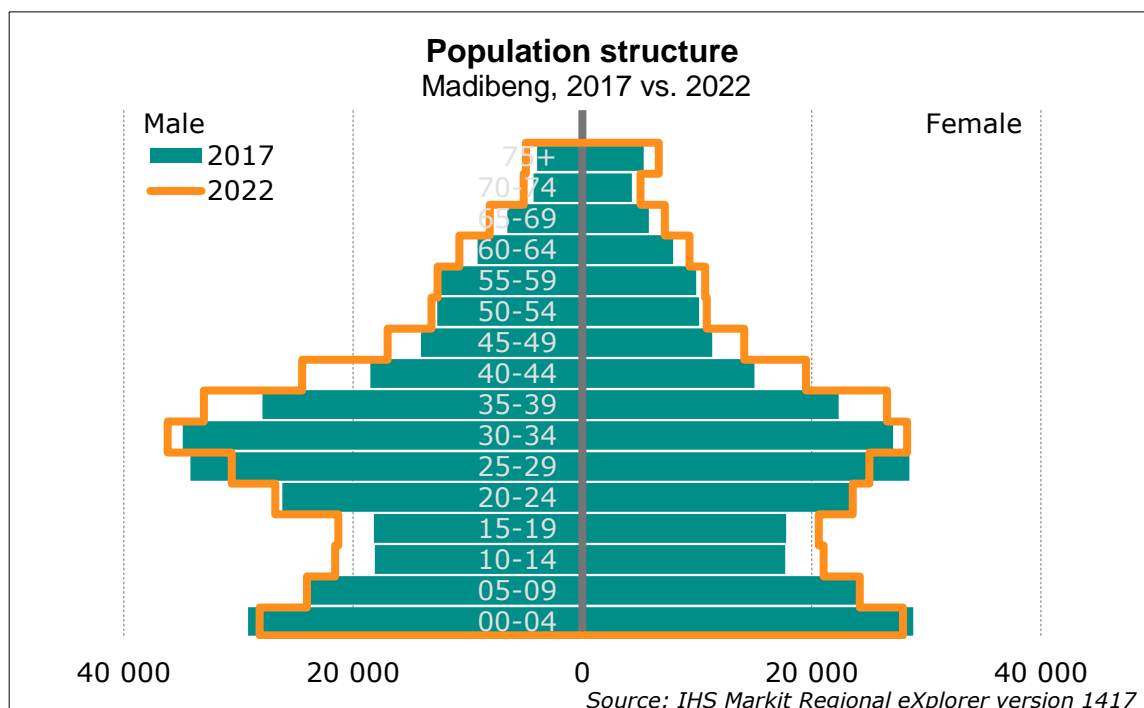
According to the statistical information received from IHS Market, Madibeng Local Municipality housed approximately 1.0% of the country's total population in 2017. The Municipal growth rate between 2007 and 2017 was 3.14% in comparison to the 1,56% of South Africa as a whole.

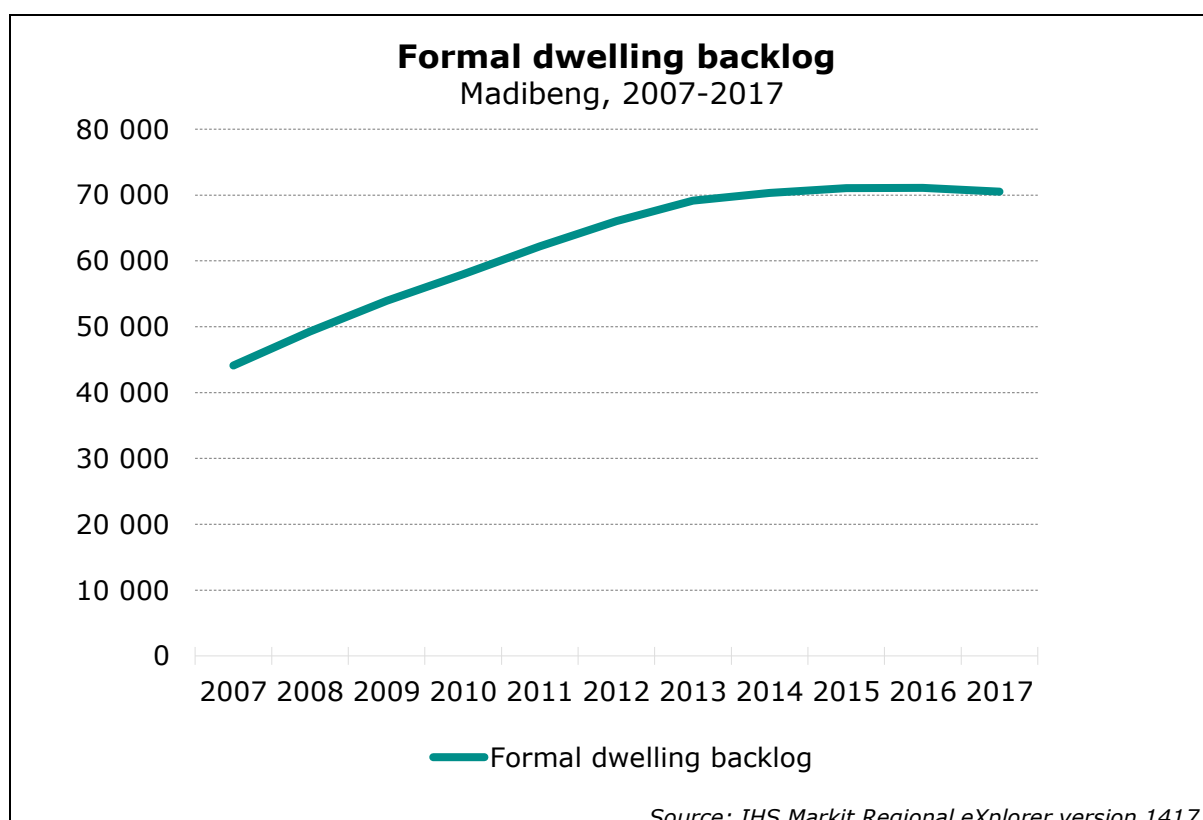
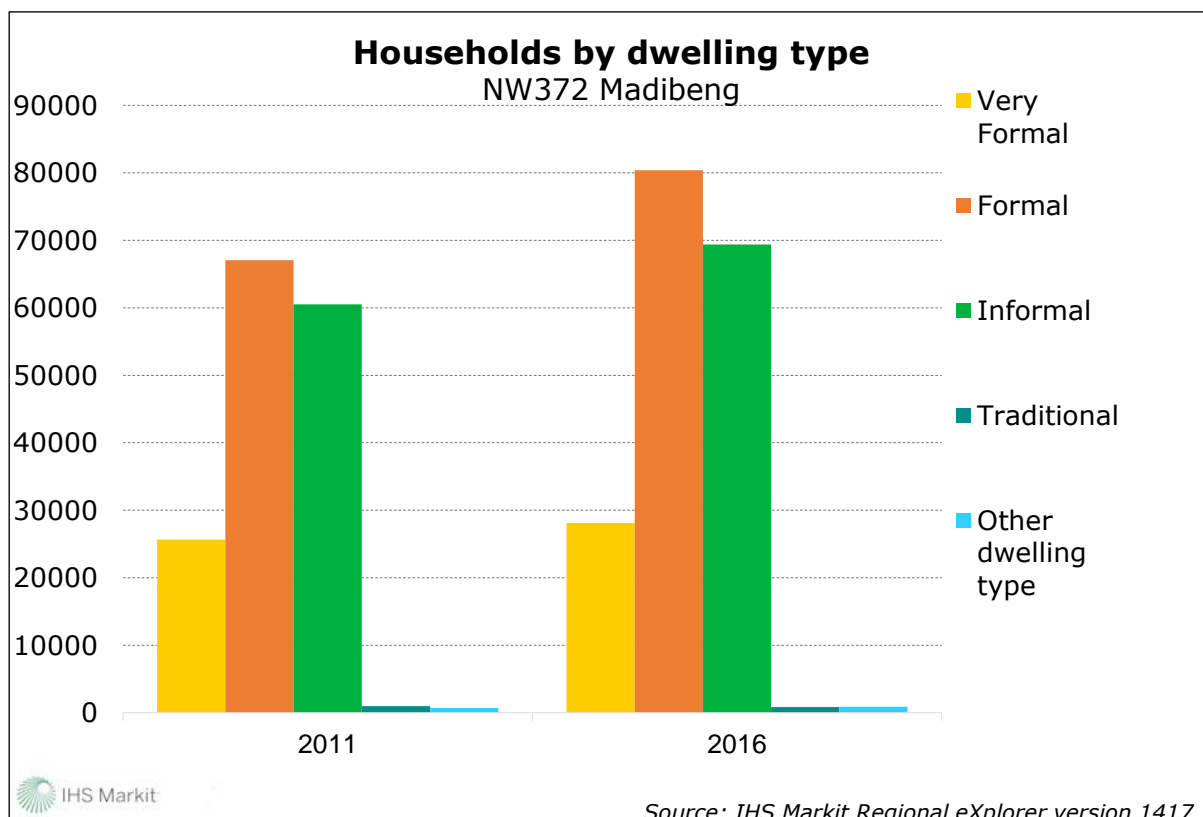
The following two Population graphs were based on the official STATS SA figures and those submitted by IHS Markit:

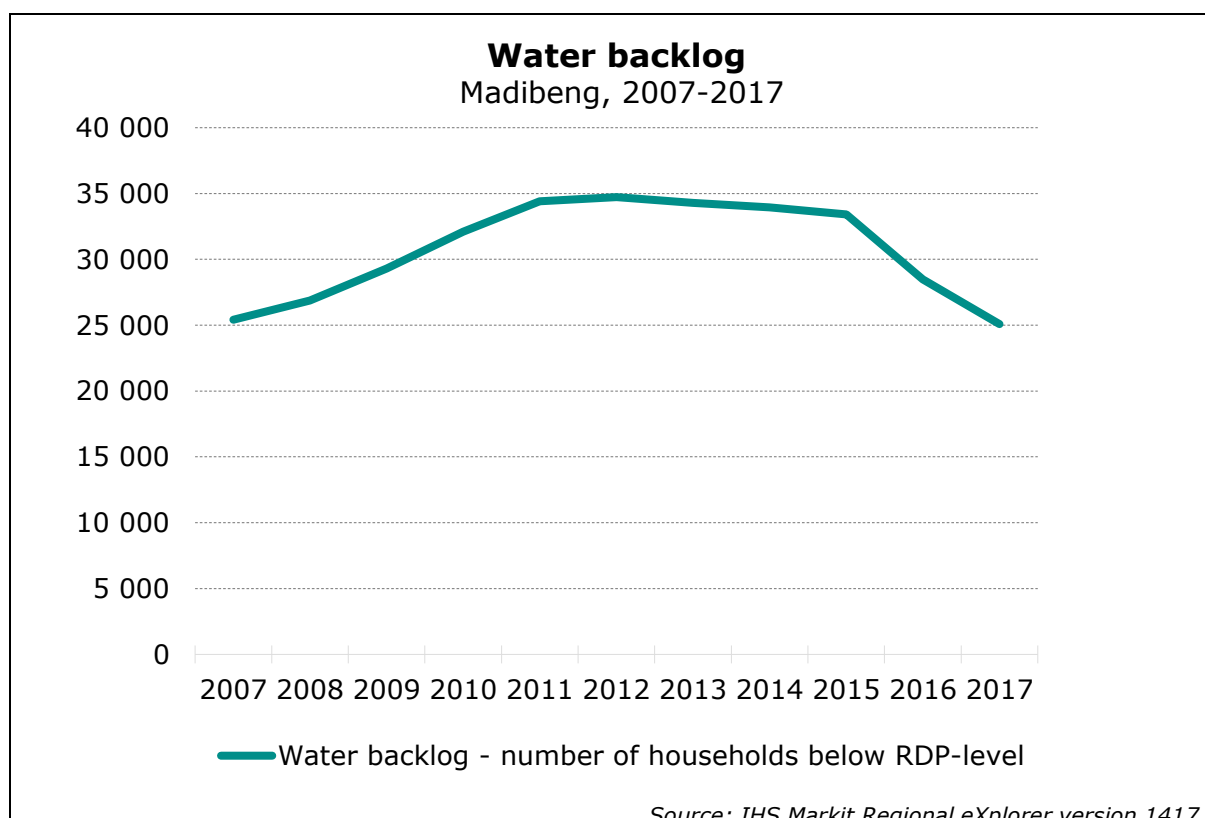
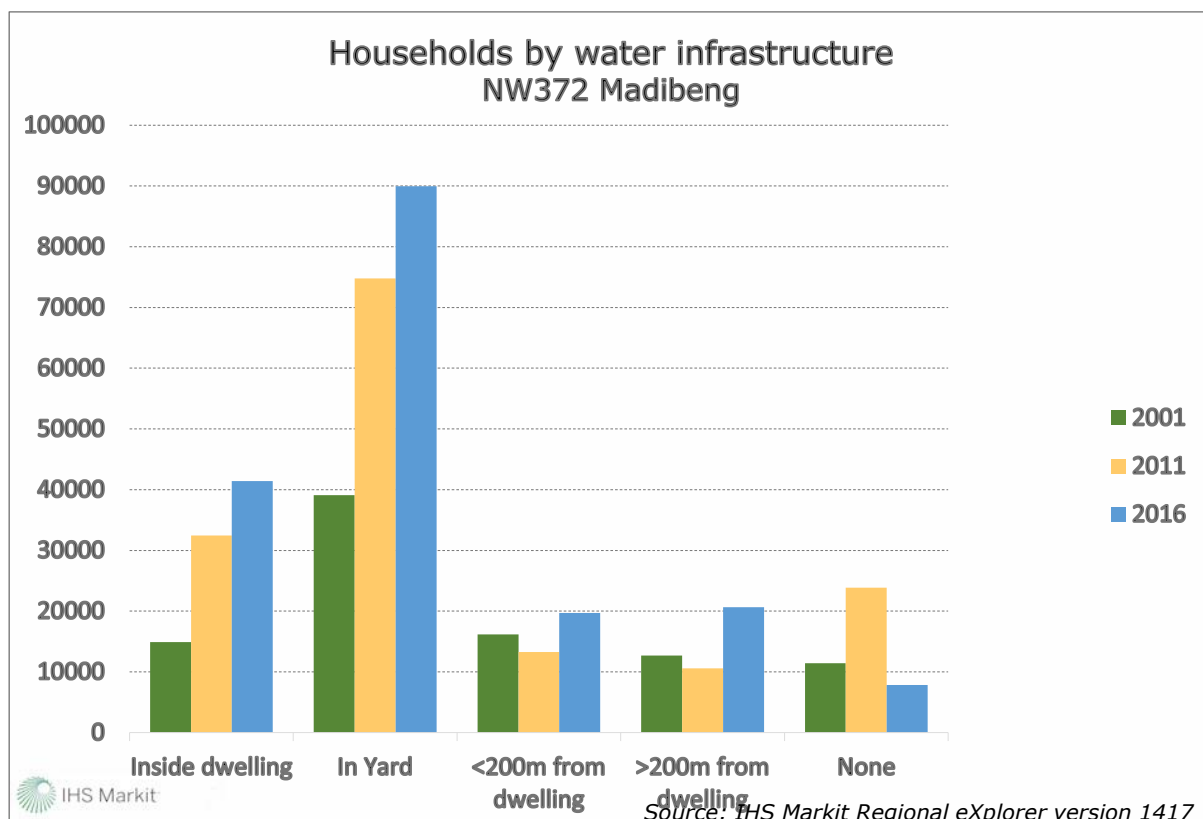


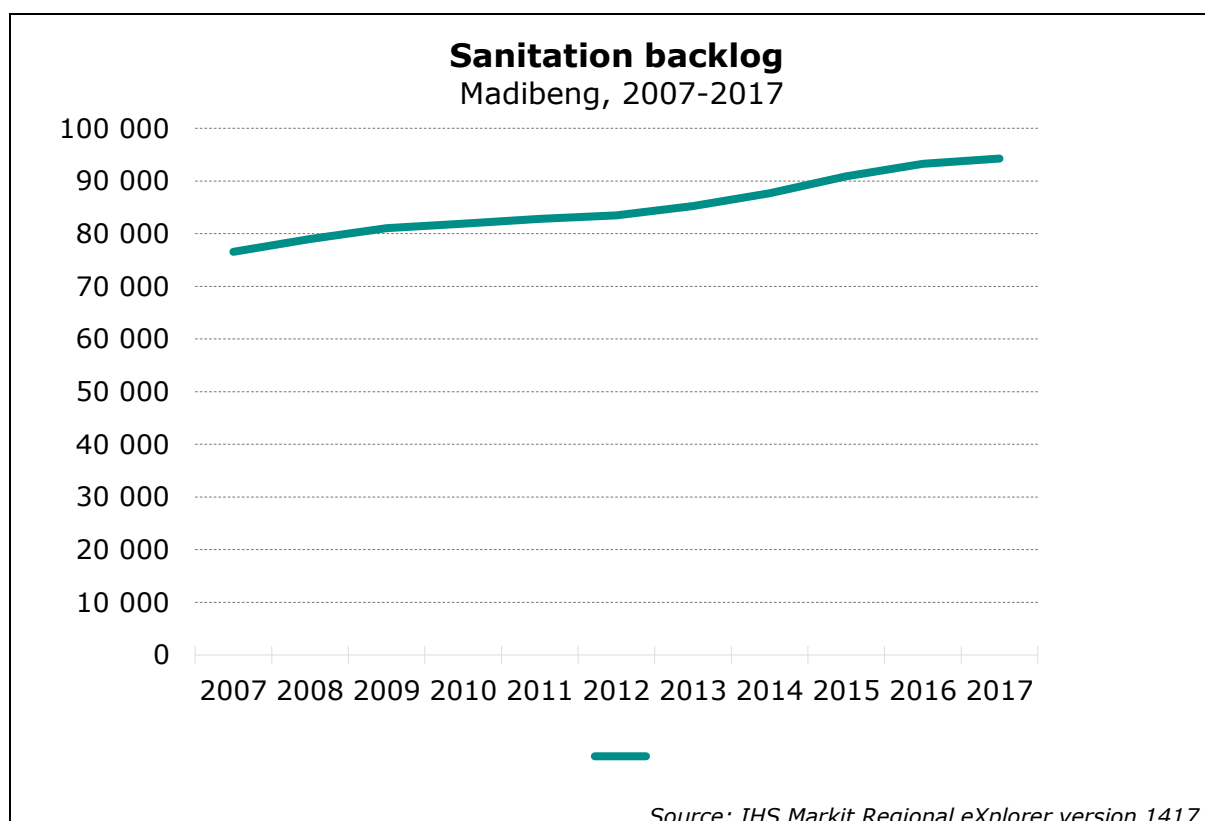
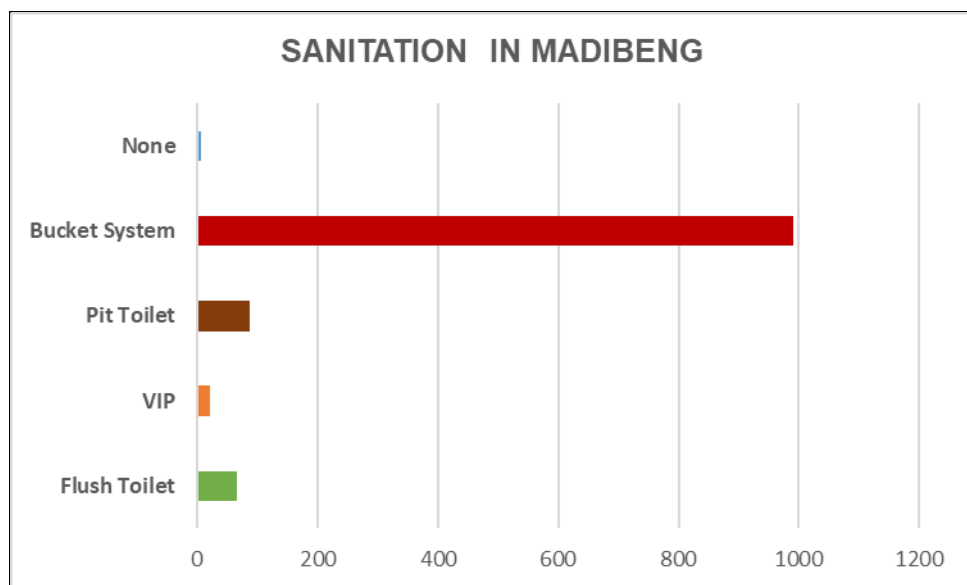
Madibeng Local Municipality has significantly more males than females with a population split of 113.2 males per 100 females.

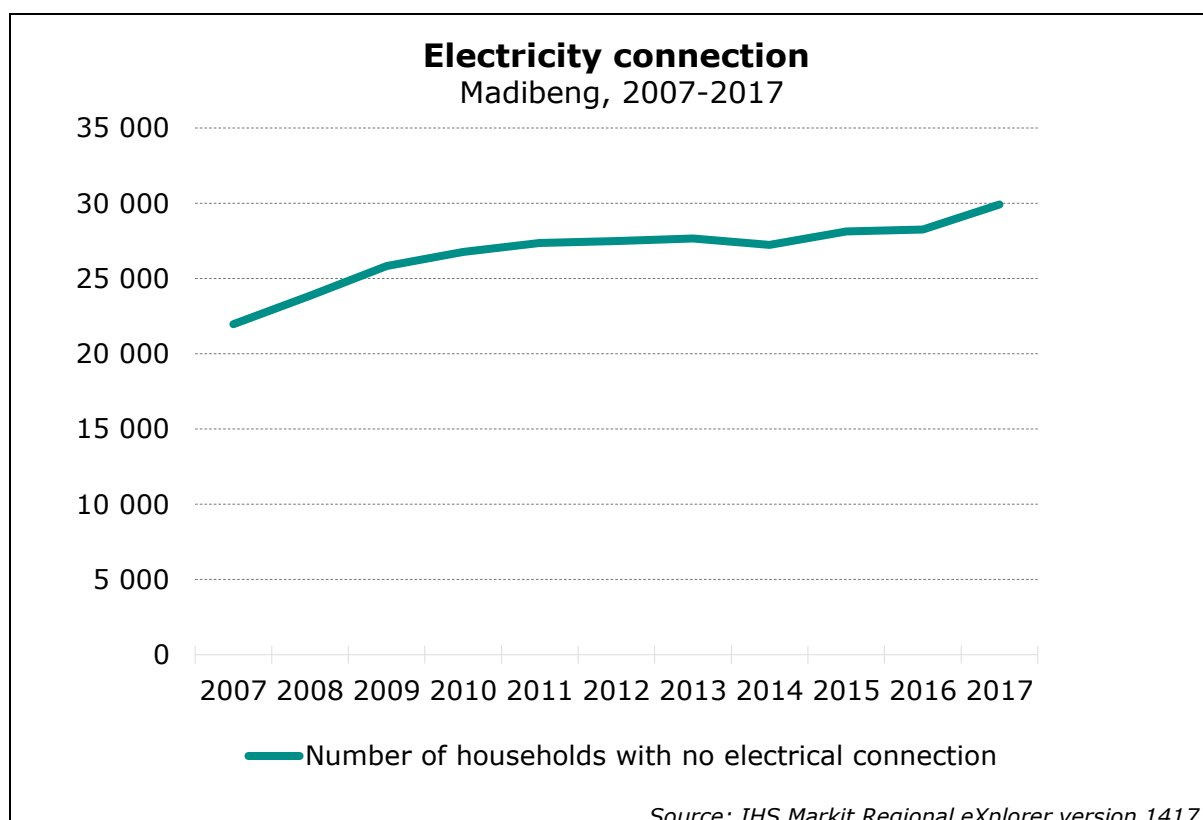
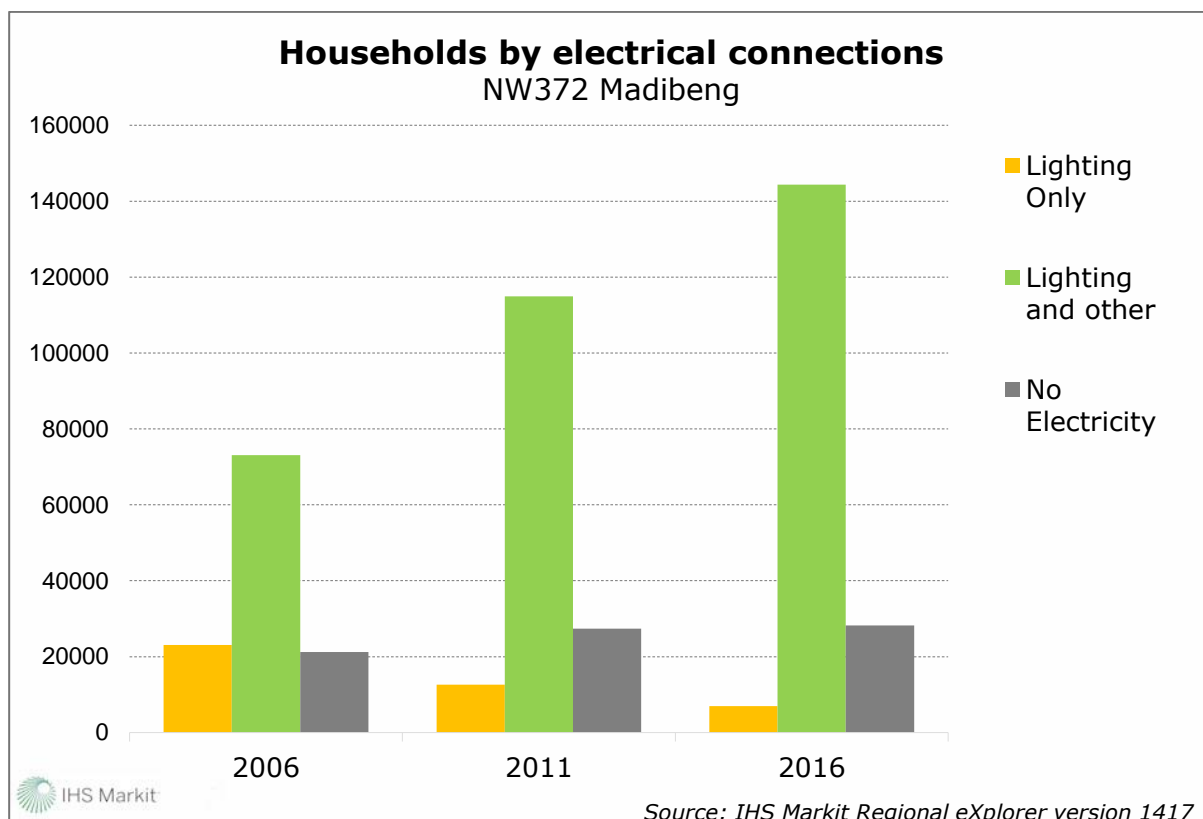


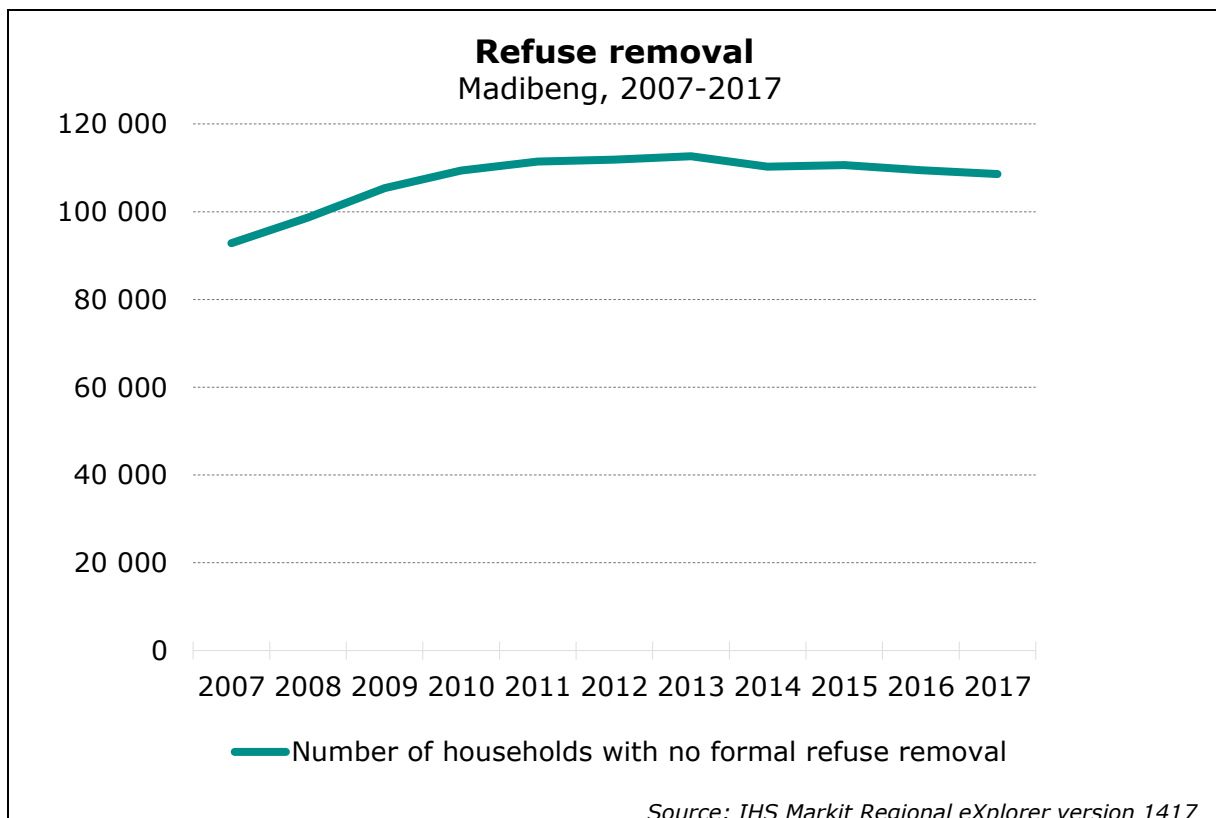
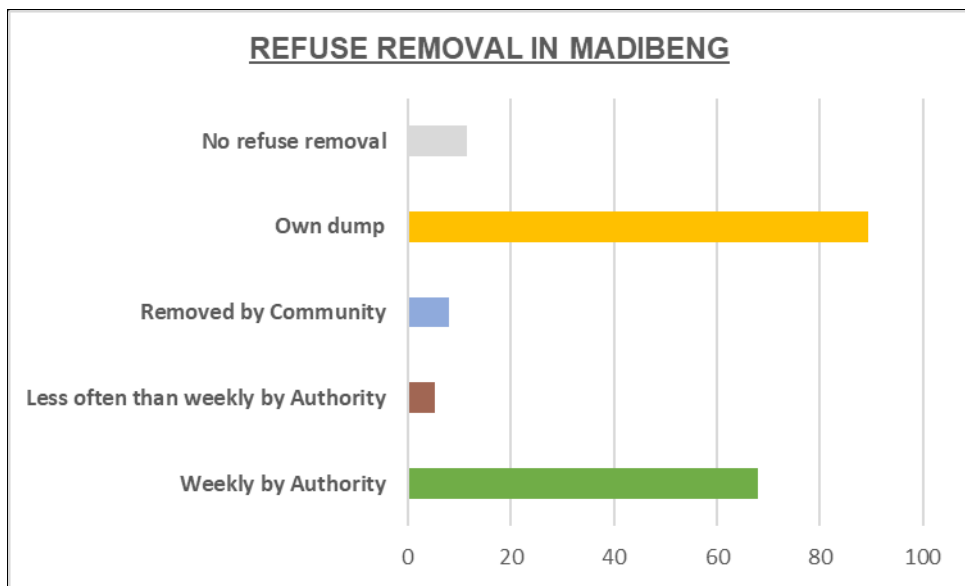


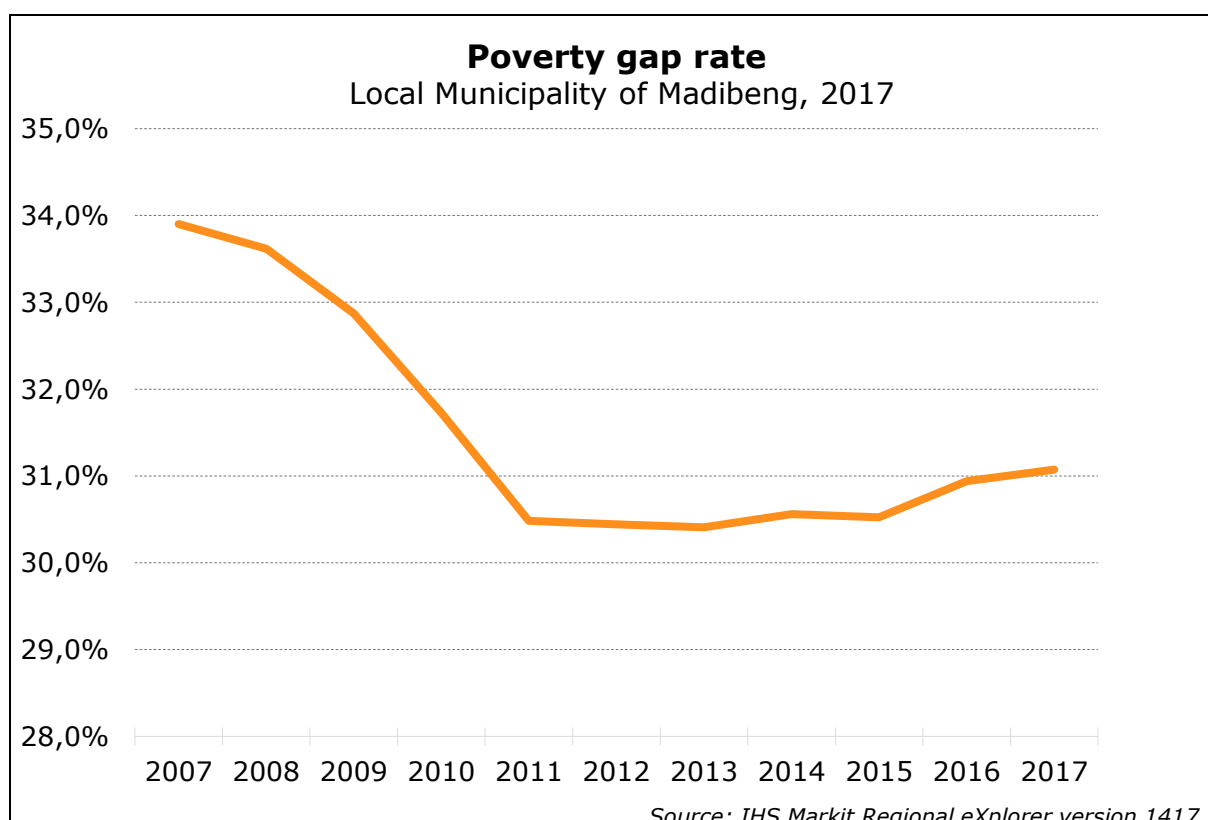
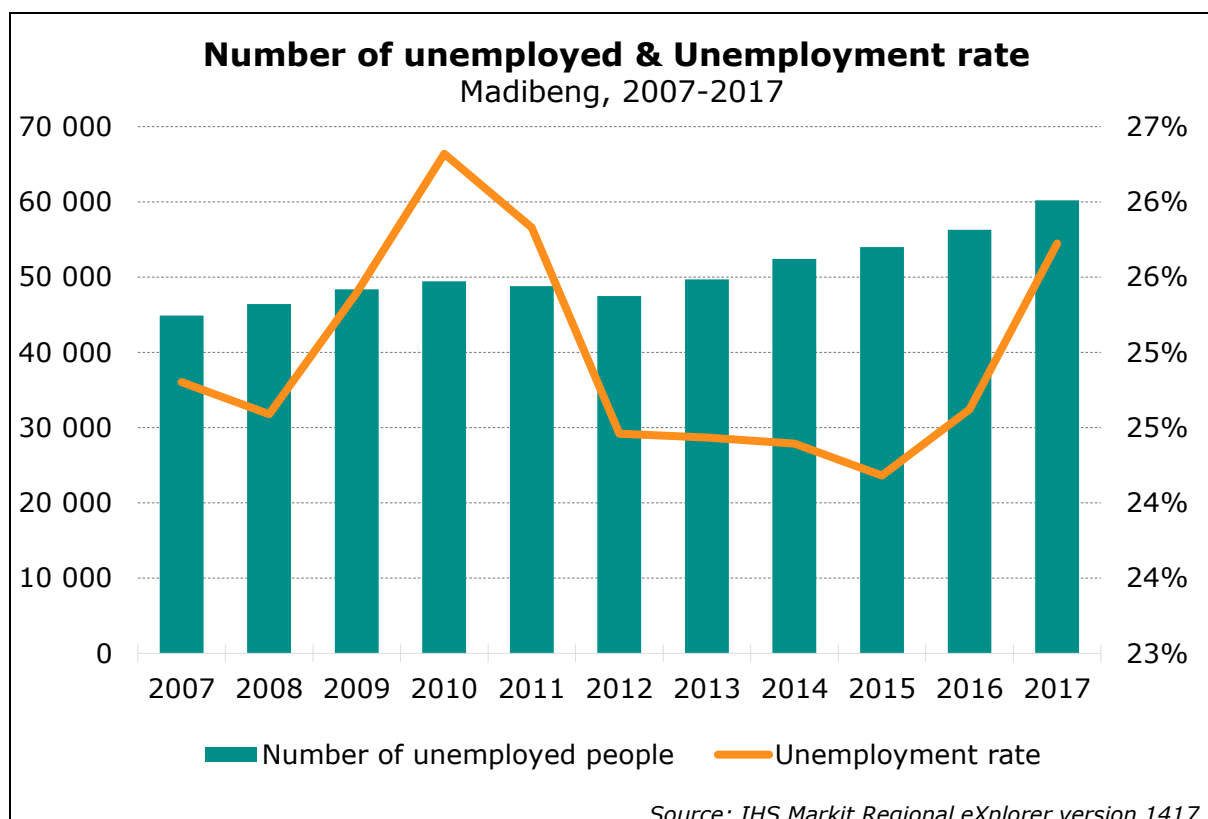


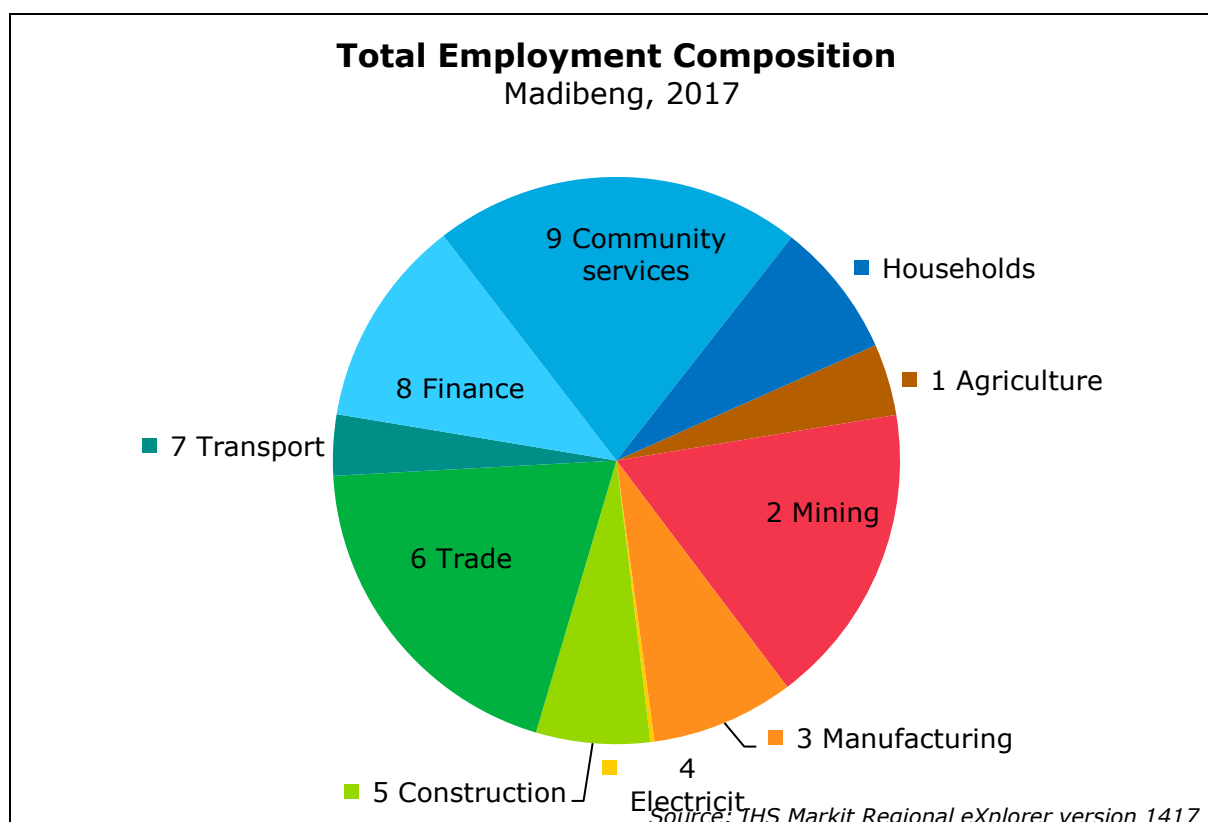
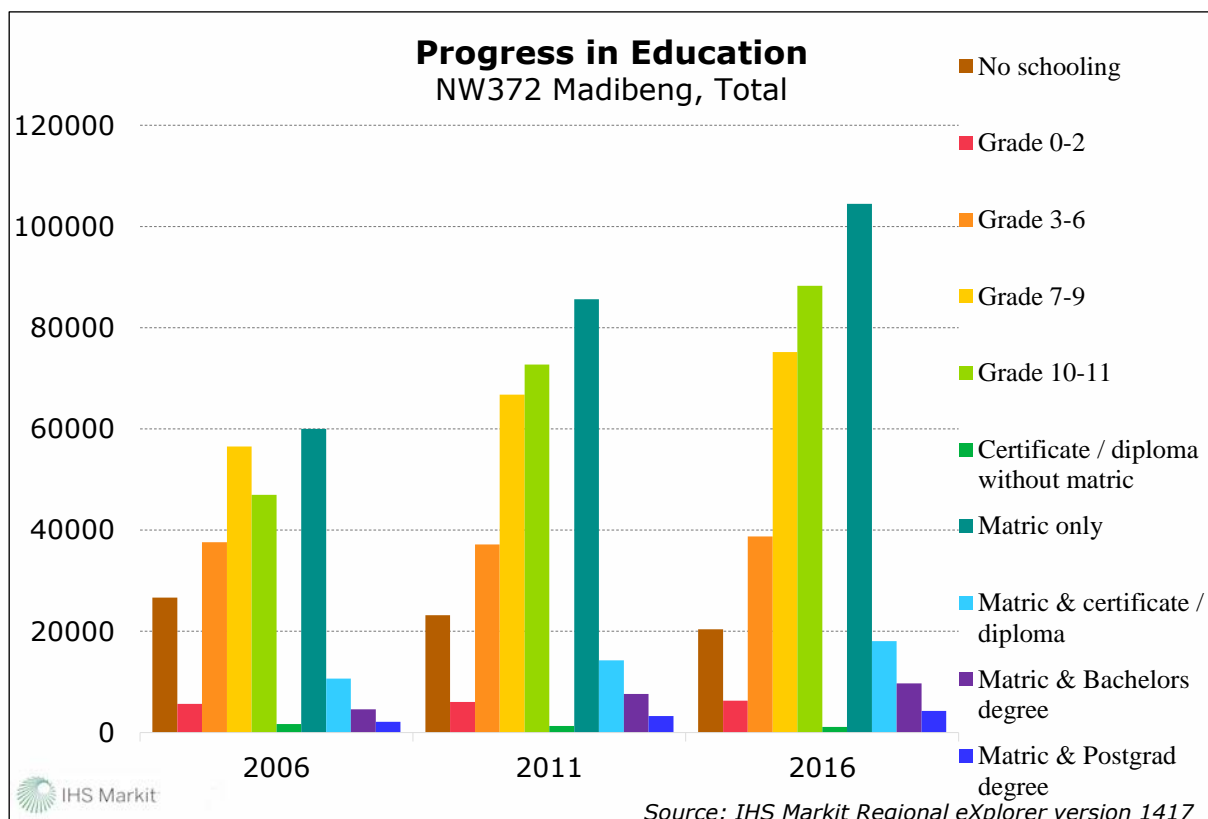






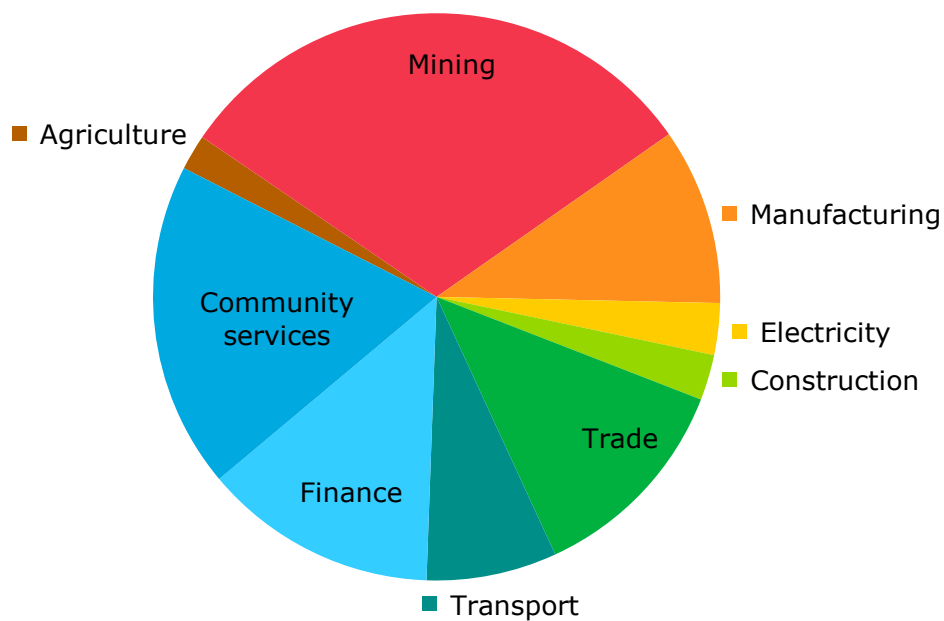






Gross Value Added (GVA) by broad economic sector

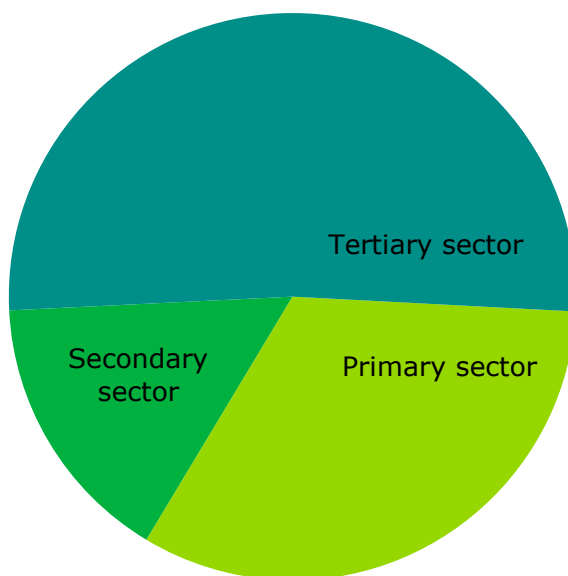
Local Municipality of Madibeng, 2017



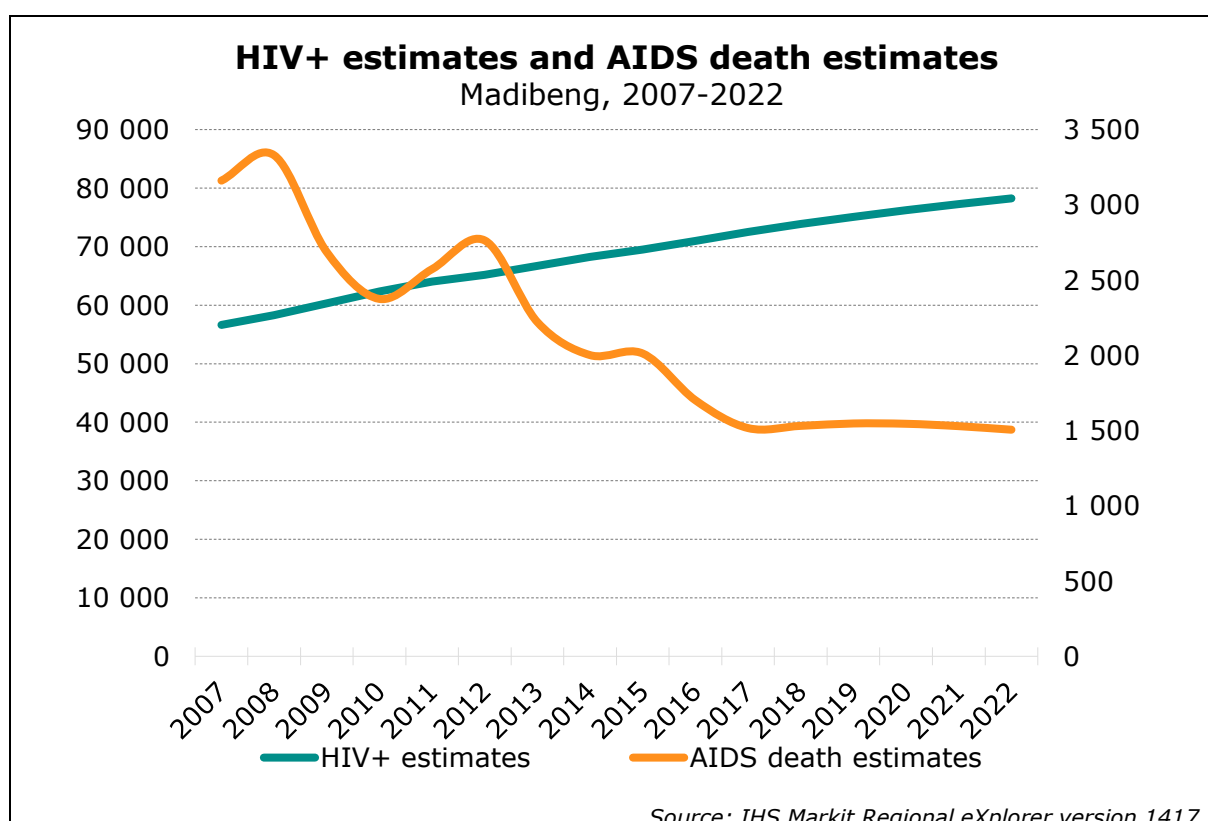
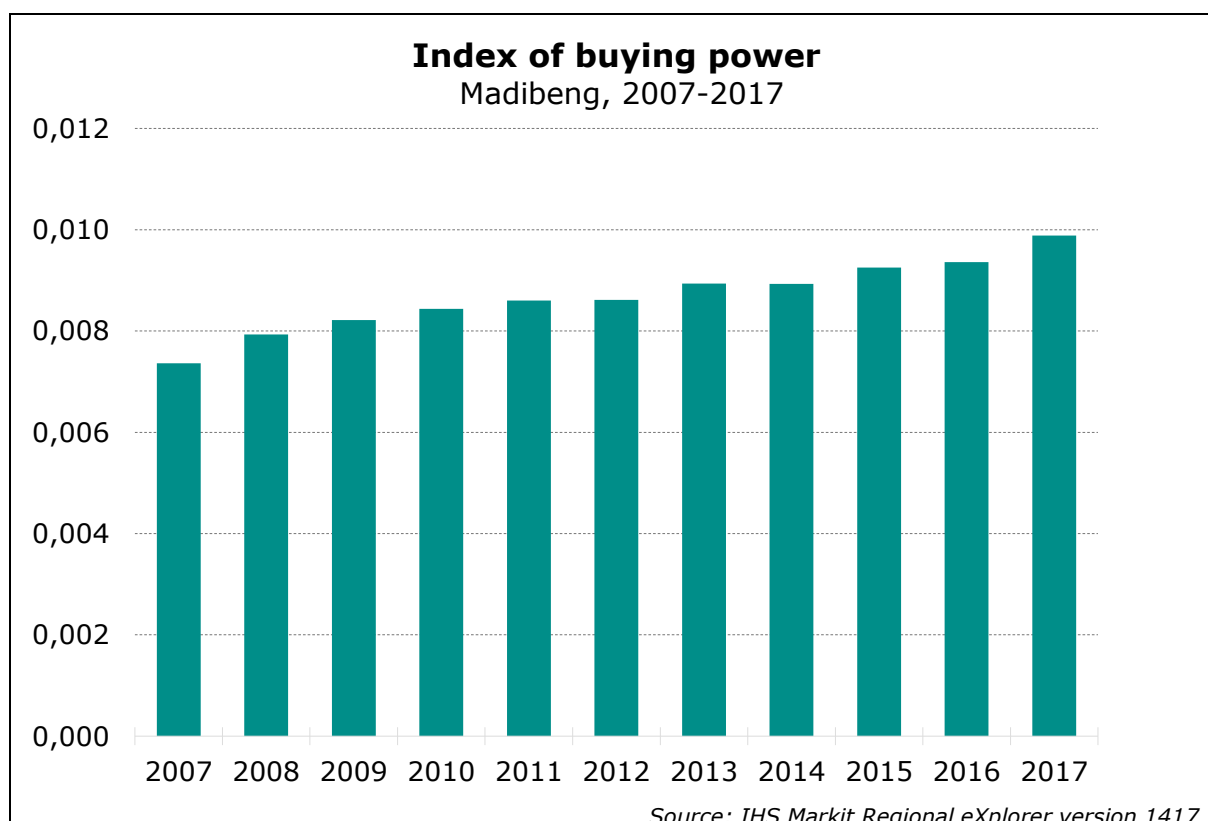
Source: IHS Markit Regional eXplorer version 1417

Gross Value Added (GVA) by aggregate sector

Local Municipality of Madibeng, 2017

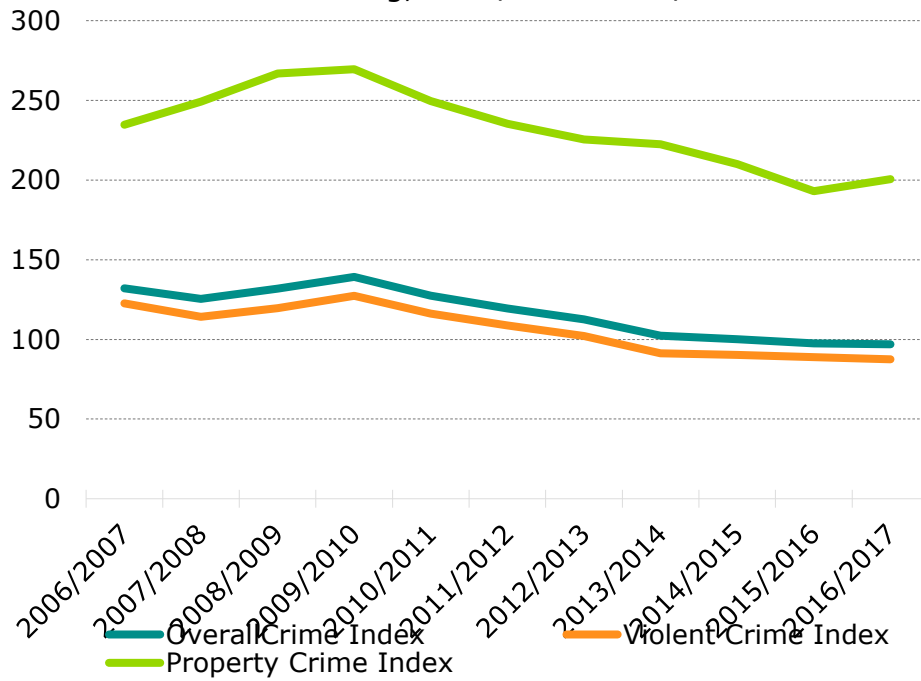


Source: IHS Markit Regional eXplorer version 1417



Overall, Violent and Property Crime Index

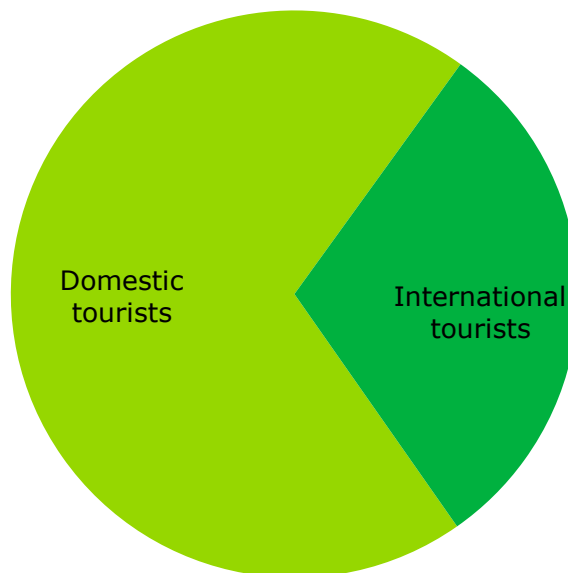
Madibeng, 2006/2007-2016/2017



Source: IHS Markit Regional eXplorer version 1417

Tourism - tourists by origin

Local Municipality of Madibeng, 2017



Source: IHS Markit Regional eXplorer version 1417

STATISTICS FOR MADIBENG AS PER 2011 CENCUS:

Population Size Census 1996 Census 2001 Census 2011	319 974 347 578 477 381	Population group Black African Coloured Indian or Asian White	426 192 4 292 2 445 42 691
Average annual Growth Rate	3.17%	Population (Area km²)	3839
Population density	124 per km²	Sex Ratio (Males/100 Females)	114
Number of Households	160 724	Dependency ration	0.44
Average Household Size	3.00	Female headed hh	30.3%
Gender Distribution: Male Female	53% 47%	Age Distribution/ Structure: Young (0-14 Years) Working age (5-65 Years) Eldery (Older than 65 Years)	25.70% 69.20% 5.10%
Employment Status - Persons 15 to 65 Years of Age: Employment Unemployment Youth Unemployment(15-34)	69.60% 30.40% 38.20%	Monthly Income levels: No Income Income up to R800 Income between R800-R 6500 Income above R6500	23.3% 27.3% 43.3 6.3%
Education levels - Persons Older Than 20 Years: No Schooling Some Primary to Secondary Schooling Grade 12 Higher	7.80% 57.30% 7.30% 27.60%	Flush toilet connected to sewerage	27.2%
		Electricity for lighting	81%
		Piped water inside dwelling	22.2%
Formal dwellings	59.2%	Weekly refuse removal	25.7%
Housing owned/paid off	54.1%	Agricultural hh	23,621
HIV 45.5% compared against North West Province prevalence rate of 26.7%			

MORE DEMOGRAPHICS

Please note that statistics on the respective categories of service delivery, ie. water and sanitation, electricity, housing and land use management are reflected under the chapter Basic Service Delivery on pages 104 TO 157

1.3. POLITICAL ORGANOGRAM



POLITICAL LEADERSHIP



CLLR KABELO NTSHABELE
SPEAKER OF COUNCIL



CLLR JOSTINA MOTHIBE
EXECUTIVE MAYOR



CLLR PETRUS MAKGABO
SINGLE WHIP OF COUNCIL



CLLR DIALE DIALE
Chairperson:
Municipal Public Accounts
Committee (MPAC)

MEMBERS OF THE MAYORAL COMMITTEE



CLLR J RATLOI
INFRASTRUCTURE AND
TECHNICAL SERVICES



CLLR SDN NTHANGENI
BUDGET AND TREASURY
OFFICE



CLLR MMC MP TLHOPANE
COMMUNITY DEVELOPMENT



CLLR DS MAIMANE
ECONOMIC DEVELOPMENT,
TOURISM AND AGRICULTURE



CLLR ETM MODISE
CORPORATE SUPPORT
SERVICES



CLLR MM MACHETE
PUBLIC SAFETY AND
FACILITIES MANAGEMENT



CLLR J SEFUDI
PLANNING AND HUMAN
SETTLEMENT



CLLR PA PHETLHE
ROADS AND TRANSPORT &
WARD 4

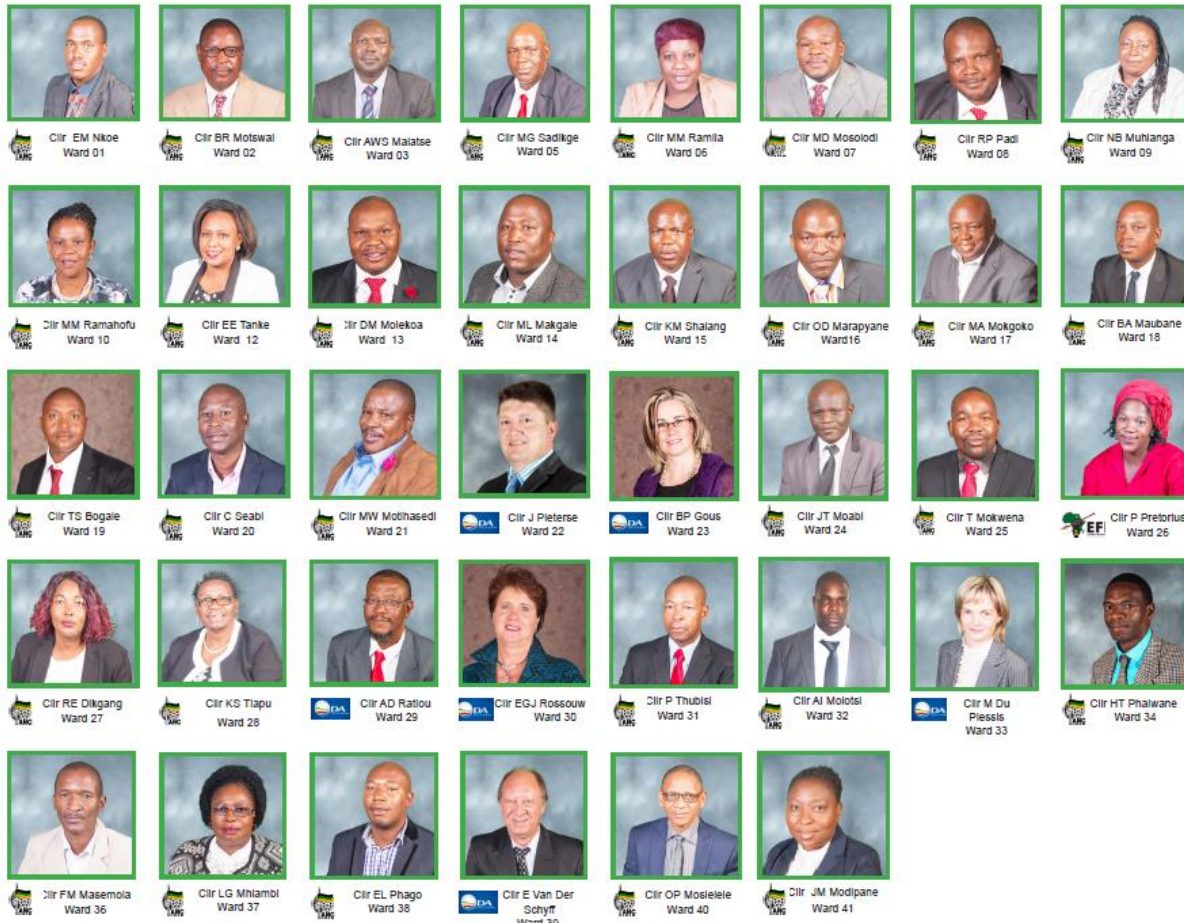


CLLR SM MAUNATLALA
IDP, PMS AND LEGAL

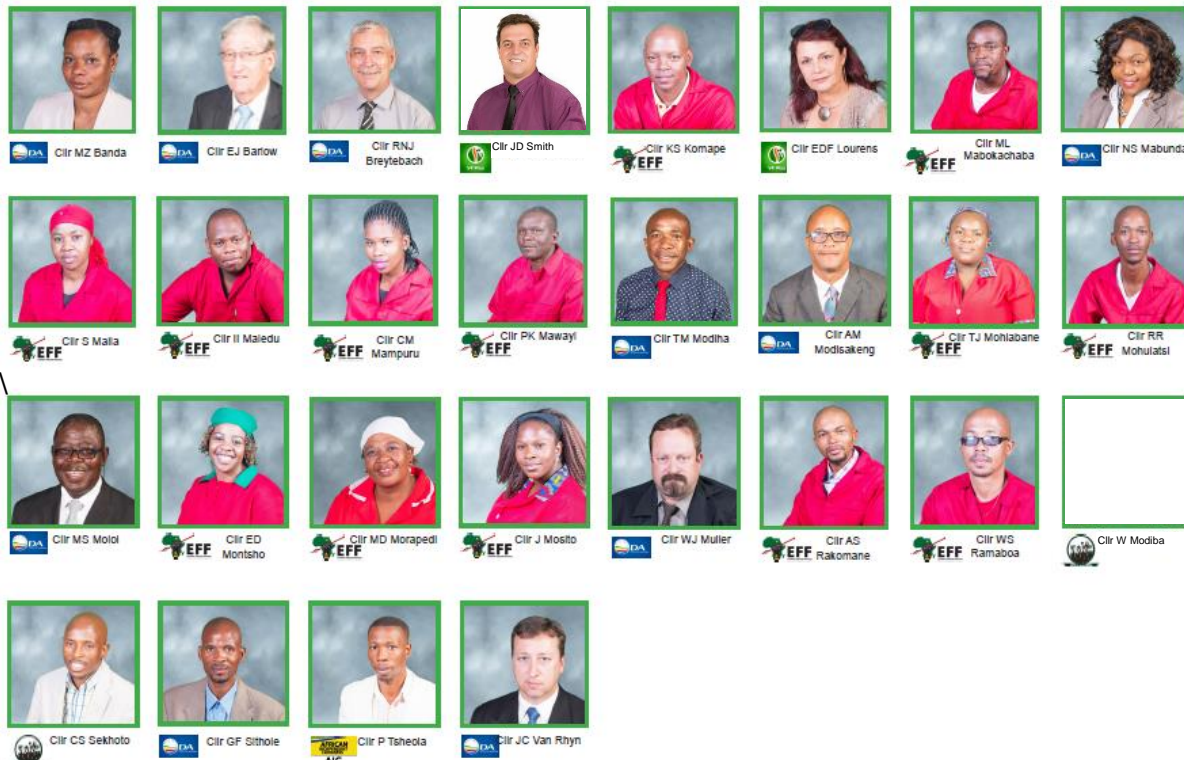


CLLR NM MAQAKAMBA
IGR AND SPECIAL
PROJECTS
& WARD 35

WARD COUNCILLORS



PR COUNCILLORS



1.4 ADMINISTRATIVE STRUCTURES

DEPARTMENTAL INFORMATION

N. MAAPE ACTING MUNICIPAL MANAGER	DEPARTMENTS	NAME OF DIRECTOR	CORE FUNCTIONS	PC
	Budget and Treasury Office	L. Mere Acting CFO	Revenue; Expenditure and Supply Chain Management; Budget and Reporting	1
	Corporate Support Services	MG Magole Director	Human Resource Management and Training; Administration; Records and Secretariat Services	2
	Economic Development and Planning	S Mnisi Director	Agriculture, Tourism, SMME	3
	Human Settlement and Planning	N Pule Acting Director	Housing, Land Administration, Town Planning, Urban Renewal and Building Control	4
	Community Services	M Mmope Director	Solid Waste and Environmental Management; Parks, Sports and Recreation, Arts and Culture	5
	Public Safety and Social Development	P Dilinga Director	Security, Traffic, Clinics, Fire	6
	Technical Services	M. Church Acting Director	Project Management Unit, Water, Sanitation, Electricity, Roads and Stormwater	7
	Office of the Municipal Manager	MP Raputsoa Deputy Director	Intergovernmental Relations, Communications, Offices of the Executive Mayor, Speaker, Chief Whip, MPAC, Audit, Risk Management, IDP and PMS,	8

DESCRIPTION OF PORTFOLIO COMMITTEES

PC 1 Financial Committee	PC 2 Corporate Services Committee	PC 3 Economic Development Committee
PC 4 Planning Committee	PC 5 Community Services Committee	PC 6 Social Services and Safety Committee
PC 7 Infrastructure Committee	PC 8 IDP, PMS, and Legal Committee	PC 9 IGR and Communications Committee
PC 10 Traditional Affairs & Special Programmes Committee		

SECTION 79 COMMITTEES

The following standing committees were established in terms of section 79 of the Local Government: Municipal Structures Act, 1998 (Act No 117 of 1998)

COMMITTEE	CHAIRPERSON
Municipal Public Accounts Committee (MPAC)	Councillor ED Diale
Rules Committee	Councillor KS Ntshabele
Petitions and Civilians Committee	OD Marapyane
Delegations Committee	HB Mathibela

TRADITIONAL AUTHORITIES

The following Traditional Authorities are situated within the jurisdiction of Madibeng:

Mmakau Tribal Office
Baapo ba Mogale Tribal Office, Bapong – Serving on the Council
Bakwena ba Mogopa, Jericho
Bakwena Ba Mogopa Tribal Office, Hebron
Bataung Tribal Office Maboloka

ROLEPLAYERS WITHIN MUNICIPALITY

Madibeng Council
Mayoral Committee
Portfolio Committee's
Ward Councillors
Municipal Manager
Tribal Authorities
Community Development Workers
Officials

ESTABLISHED FORUMS IN MADIBENG

The Business Consultative Forum, is constituted by delegates of Business Sector, Industrialists, Tourism Sector, Council Members, Mining Forum, Heads of Departments and the Municipal Manager. The Forum is chaired by the Executive Mayor and meets monthly.

The Mining Forum is constituted by representatives of all mining houses, councillors and officials

The IDP Representative Forum consists of IDP Stakeholders, i.e. representatives of the following sectors:

Agriculture, Banking, Business, Health, Housing, Land, Mining, Transport & Water. Municipalities within Bojanala Platinum District Municipality region, CBO's and Support Groups, SAPS, Trade Unions & Youth Forums, the District Municipality, National and Provincial Government, Traditional Authorities, Professional Service Providers, members of communities and residents.

INTERNAL AUDIT COMMITTEE

Madibeng Municipality has a functional Internal Audit Committee. The Audit Committee was established in December 2004. The current committee members were appointed by the Council on 28 August 2018. The Audit Committee comprises of five (5) external members, namely:

Me. FJ Mudau – Chairperson
Mr J Matsho – Member
Mr. VK Chuene – Member
Mr LC Mohalaba – Member
Mr FM Mkhabela – Member

Audit Committee Meetings are held quarterly, with the authority to convene additional special meetings as circumstances require, ensuring that the Audit Committee discharge its responsibilities found in its Charter.

PERFORMANCE REVIEW

To measure, monitor and evaluate the Municipality's performance the Council has adopted the Balance Scorecard System. The Key Performance Areas, Key Performance Indicators and Performance Targets, which form part of the 5 Year IDP, are being used as the basis for the review of the municipal PMS and Performance Contracts of Senior Managers. Alignment between the IDP, PMS and budget is done through the projects that form part of the performance targets.

HUMAN RESOURCE INFORMATION

Organizational Structure

The Council adopted a new organisational structure in May 2018 and, although it was not active for the entire reporting period, it was nevertheless utilised for this purpose. It thus might have an impact on comparisons with previous years

VACANCY RATE 2018/19			
DESIGNATIONS	TOTAL APPROVED POSTS NO.	VARIANCES (total time that vacancies exist using fulltime equivalents) no.	VARIANCES (as a proportion of total posts in each category) %
Municipal Manager	1	1	100%
Chief Financial Officer	1	1	100%
Other Section 56 Managers	8	1	87.5%
Managers	41	13	32%
Professionally Qualified And Experienced Specialists And Mid-Management	304	192	63%
Skilled Technical And Academically Qualified Workers-Junior Management-Supervisors- Foremen- And Superintendents	405	224	55%
Semi-Skilled And Discretionary Decision Making	483	253	52%
Unskilled And Defined Decision Making	732	536	73.2%
TOTAL	2086	1333	63.9%

TOTAL EMPLOYEES STAFF COMPLIMENT + VACANCIES					
/19DESCRIPTION	2017/18	2018/19			
	Employees No.	Approved Posts No.	Employees No.	Vacancies No.	Vacancies %
Municipal Manager	54	105	59	45	43
Chief Audit Executive	12	Included in MM			
Directorate: IDP/PMS/Legal Services	35	Included in MM			
Corporate Support Services	76	77	47	29	38
Budget & Treasury Office	160	146	106	39	27
Infrastructure & Technical Services	665	635	302	339	53
Human Settlement & Planning	71	71	36	35	49
Economic Development, Tourism & Agriculture	45	45	26	18	40
Public Safety, Fleet & Facilities Management	408	481	307	41	9
Community Services	449	526	446	77	15
TOTALS	1975	2086	1329	623	30%

TURN-OVER RATE			
Details	Total Appointments as of Beginning of Financial Year	Terminations During the Financial Year	Turn-Over Rate
2016/2017	95	52	2.9
2017/2018	42	56	
2018/2019	383	44	12

Departmental Equity Information

Department	No of Males					No of Females					Foreign Nat.		Total
	A	C	I	W	D	A	C	I	W	D	M	F	
Top Management	5	0	0	0	0	3	0	0	0	0	0	0	8
Snr Management	24	1	0	1	0	12	0	0	0	0	0	0	36
Prof. qualified and experienced specialists and mid	68	0	0	6	1	50	0	0	6	0	0	0	130
Skilled technical academically qualified workers, junior management, supervisors, foremen and superintendents	132	4	1	8	1	85	1	0	13	1	0	0	244
Semi-skilled and discretionary decision making	204	3	0	13	4	100	2	1	4	2	0	0	327
Unskilled and defined decision making	243	3	0	3	6	194		1		1	0	0	444
TOTAL PERMANENT	676	11	1	31	12	444	3	2	23	4	0	0	1191
Temporary employees	14	0	0	0	0	1				0	0	0	15
GRAND TOTAL	690	11	1	31	12	145	3	2	23	4	0	0	1206

MUNICIPAL POLICIES, PLANS, BYLAWS & STRATEGIES

NAME	STATUS	ADOPTION DATE
Acceptance of Grants, sponsorships & gift policy		29/05/2015
Acting Allowances	Under review	05/05/2011
Alienation of Council Land Policy		24/08/2007
Anti-Fraud and Corruption Policy		07/04/2009
Assets Management Policy		26/05/2015
Attendance of Conferences Workshops and meeting policy		31/07/2000
Audit Committee Charter (2018/2019)		15/11/2018
Bad Debts Write-Off policy		26/05/2017
Bad debts written off policy		31/05/2016
Budget policy		26/05/2017
Business Licensing By-Law	Review	N/A
Career Succession Planning policy	Under Review	24/08/2010
Cash Management and investment Policy		31/05/2016
Customer Care Policy	Reviewed	29/08/2019
Credit Control & Debt Collection policy & By-Law		26/05/2017
Deposit policy		26/05/2017
Disability policy		09/12/2016
Disposal Policy		29/05/2014
Education, Training and Development Policy		28/05/2019
Employee Assistance/ Wellness	Under Review	12/20/2010
Employee Exit	Reviewed	29/08/2017
Employee Performance Management Policy		25/08/2015
Employment Equity Policy		07/12/2011
Expanded public works program policy EPWP		25/11/2014
Financial Assistance for Funerals and Memorial Services to Officials		05/05/2011
Fire & Disaster Management By-Law		28/02/2017
Gender Policy		30/5/2013
HIV/AIDS Workplace Policy		30/05/2011
ICT Policy		N/A
IDP Process Plan (2019/2020)		29/08/2018
Indigent Household Subsidy policy		26/05/2017
Integrated Development Plan (IDP 2017 – 2021)		26/05/2017
IDP Review (2018/19)		29/05/2018
Integrated Environmental Management Plan	Draft	N/A
Integrated Environmental Management Policy		02/12/2015
Integrated Waste Management Plan (IWMP)		09/12/2016
Internal Audit Charter (2018/19)		15/11/2018
Job Evaluation Policy		29/05/2018
Labour Relations		12/20/2010
Language Policy		09/12/2016
Leave policy		28/05/2019
Marketing & Communication policy		26/05/2017
Mayoral bursary Fund		28/03/2014
Mayoral Fund Policy		28/03/2014
Medical Surveillance	Under review	05/05/2011
Occupational Health & Safety	Reviewed	29/05/2018
Open Space By-Law		26/05/2017
Operational Manual of Land Alienation Policy		07/04/2009
Outdoor Advertising By-Law	Review	N/A
Overtime Management Policy	Reviewed	27/08/2019
Payroll Policy		29/05/2014
Petty Cash policy		30/05/2013
PMS Framework & Procedure Manual (2017/2018)		26 May 2017
Policy on Civic Funerals and Memorial Services for Councillors		25/08/2015
Policy on Council Houses		09/11/2000
Procedures on Development & Adoption of Policies & By-Laws.		26/05/2017
Property Rates Policy & By-Law		26/05/2017
Public Parks By-Law		26/05/2017
Public participation Policy		23/02/2016
Records Management Policy		26/08/2014
Recruitment, Selection & Personnel	Reviewed	29/05/2019
Renaming of Street and Other Public Places Policy		30/05/2013
Risk Management Framework, Strategy & Policy		28/02/2017
Sexual Harassment Policy		05/05/2011
Spatial Development Framework		26/05/2017
Spatial Planning & Land Use Management By-Law		28/02/2017
Staff Placement Policy		28/08/2018
Staff & Skills Retention		24/08/2010
Standby Allowance policy		27/08/2013
Standing Municipal Instructions on Legal Matters		26/05/2017
Street Trading By-Law	Review	N/A
Study Aid Policy	Reviewed	28/05/2019

NAME	STATUS	ADOPTION DATE
Subsistence and Travel Policy		29/05/2014
Supply Chain Management Policy		26/05/2015
Tariff Setting Policy & By-Law		26/05/2017
Transport policy		24/07/2002
Vehicle Allowance Policy		29/08/2017
Volunteers Policy and Procedures	Under review	07/12/2011
Water Services Development Plan (WSDP)		09/12/2016
Youth Development Policy		07/12/2011

SWOT ANALYSIS

STRENGTHS	
<ul style="list-style-type: none"> • Collective Leadership • Stable political leadership • Sound employer and employee relations • Communication (Corporate) • Economic Infrastructure of Municipality – Dams, Rivers and Natural Beauty • Good Governance systems in place • Senior Management positions have been filled with skilled personnel • Public Private Partnerships in place • Highest allocation of MIG • Permanent administrative leadership • Attractive Tourism, farming and manufacturing industry • Agricultural land 	<ul style="list-style-type: none"> • Gateway that connects countries and provinces • Strong Mining Sector • Municipal structures in place and functional – Council, Subcommittees, AC, RMC, etc... • Adequate public engagements • Performance Management System (Policy Framework, SDBIP, PA, PDP & PC) • Integrated Development Planning (5 Year Plan & Reviews) • Risk Management (Awareness, Prevention & Combating) • MPAC (Oversight & Accountability opportunities) <ul style="list-style-type: none"> Chief Whip } Political Leadership, Stakeholder Engagement and Community Involvement; Multi- Party Governance & Decision Making Speaker } Executive Mayor }
WEAKNESSES	
<ul style="list-style-type: none"> • Low staff morale • Misplacement of personnel in wrong positions • Non-adherence to the value system • Non-adherence to the policy implementation • Unskilled Labour force due to inadequate implementation of the WSP ▪ Inability to resolve long outstanding labour and litigations disputes ▪ Poor revenue collection ▪ Consequence management not in place ▪ Overloaded and aged infrastructure ▪ High staff turnover in critical posts ▪ Lack of review and enforcement of by-laws ▪ Dependency of government grants ▪ Poor planning and planning tools ▪ Poor communication processes and systems ▪ Poor Financial Management ▪ Skills shortages in critical positions ▪ Non-compliance to policies, acts and legislation ▪ Inability to provide basic services to communities ▪ Failure to update asset register and valuation roll ▪ Ineffective use of resources ▪ High Levels of fraud, corruption and maladministration 	<ul style="list-style-type: none"> ▪ Poor municipal branding/marketing ▪ Delay in payments of service providers ▪ Water crisis in the Municipality ▪ Illegal connection on water and electricity ▪ No integrity of systems, SCM practices ▪ Ill Discipline ▪ High Vacancy rate ▪ Lack of resources ▪ Budget constraint ▪ Outsourcing of critical departmental functions ▪ Lack of available land for residential purposes ▪ High level grant dependency ▪ Appraisals, Cascading PMS to lower levels ▪ Poor implementation of the plan and non-review of Sector Plans ▪ Communication Policy review ▪ Non-functioning of Committees ▪ Poor functioning of Portfolio Committees 8 & 10 ▪ Non-compliance with Municipal Calendar ▪ Lack of accountability ▪ Independence of existence ▪ Undermine basic principles of corporate governance ▪ Political-Administrative Interface compromised

OPPORTUNITIES	
<ul style="list-style-type: none"> ▪ Big population (growth potential) ▪ PPP availability in the mining, agriculture and motor industry ▪ Use of technology to improve service delivery ▪ Location of mining, tourism and Agricultural industries to the Municipality ▪ Land availability for Industrialization ▪ Maximise revenue streams ▪ Attract investment and Tourists in the Municipality ▪ Infrastructure expanding ▪ Land expropriation/acquisition ▪ Mining and Industrial development 	<ul style="list-style-type: none"> ▪ Turn around possible under administration phase ▪ Forensic clean out ▪ Revenue enhancement initiatives ▪ Outsource specific functions ▪ Enhancement of revenue ▪ Recruiting a diverse work force ▪ Migration and urban-led growth drive the local economy ▪ Alternative building technology ▪ Geographic location ▪ National and Provincial Support with Capacity ▪ Development and financial allocation
THREATS	
<ul style="list-style-type: none"> ▪ Poor Economic climate and outlook ▪ Non-payment of services by communities and businesses ▪ Unrests and protests by Communities ▪ Mushrooming of Informal settlements ▪ Vandalism of Municipal Assets ▪ High Levels of unemployment ▪ High Levels of Crime ▪ Environmental pollution ▪ Poor perception of Municipality ▪ National political direction ▪ Land instability threat ▪ Public image and reputation ▪ Unfunded and inadequate budget ▪ Fleet ▪ Aged infrastructure 	<ul style="list-style-type: none"> ▪ Loss of revenue ▪ Low personnel morale ▪ Litigation ▪ Service providers are not paid within 30 days ▪ Lack of bulk infrastructure ▪ Long turnaround time in procurement ▪ Informal Settlements ▪ Instability ▪ AG Opinion ▪ Dysfunctional Intergovernmental Relation Structures ▪ District Mayors Forum, Municipal Managers Forum ▪ Alignment of Planning and Implementation Programme between District and Municipalities, as well as Spheres of Government

ORGANISATIONAL RISKS 2020/21

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
ITS	Strategic Objective 4.4.1	Basic Service Delivery and Infrastructure	Comply to prescribed water quality standards	Compliance of water quality to SANS 241	Failure to comply to all requirements of SANS 241 and demand requirements	Service delivery	1. Non payment of service providers 2. Delay in procuring material 3. Insufficient budget 4. Non Implementation of the Water Safety Plan and the Maintenance plan	1.Poor quality of water 2.Contravention with the Constitutional provisions 3.Community unrest 4.Business loss 5.Non Compliance with SANS 241 6. Litigation 7. Water born-diseases 8. Withdrawal of the licence	5	5	25	1. Audit of performance of the water treatment works 2. Finalised the recruitment of the chief engineer for water 3. Sampling and Analysis by an independent SANAS accredited Laboratory 4. Agreed program with the dept. Social and community Services for vegetation management 5. Service Provider appointed to assist with urgent maintenance 6. Water Safety Plan	0	25	90%	>10%	1. Essential services payment prioritised - Water Service Providers (DWS and Maintenance Contractors) 2. SCM to introduce inventory re-order levels to avoid running out of stock 3. Source additional budget 4. Develop the risk abatement plan 5. Review of the water safety and maintenance plan 19/20 / Action plan 6. Implementation of the 19/20 water safety and maintenance plan 7. Admin to seek intervention on the DWS funding impasse	1. Contractor Statements 2. System enhancement clip/report 3. Motivation for additional funding submitted to top management / Adjustment Budget 4.Risk Abatement plan/council resolution. 5. Reviewed plans and Action plan 6. Monthly Progress Report 7. Intervention report	1. Within 30 days of invoice 4. 15 August 2019 5. 15 August 2019 6. As per Action Plan 7. 30 August 2019 2. 30 August 2019 3. Nov - Jan 2020	Monthly	Director ITS	Municipal Manager	Risk Management
ITS	Strategy 3.5.2	Basic Service Delivery And Infrastructure	Improve the effluent quality compliance	No. of wastewater treatment works complying with SANS 241 <i>(Annual target - 2)</i>	Non-compliance to effluent quality standards	Service delivery	1. Lack of rehabilitation budget 2.Mothotlung sewer plant vandalised .	1.Non-compliance to SANS241 2.Risk of litigation by affected communities 3.Contamination to the environment. 4.Withdrawal of water use licence 5.Effluent will be below standards 6. DWS Directives	5	5	25	1.Audit of performance of all waste water treatment plants. 2.Sampling and analysis by an independent SANAS accredited Lab	0	25	100% (2 plants)	>0%	1. Solicit funding from alternative sources (MIG, Mines, etc.) 2. Put up fencing at Lethabile sewer plant to unlock the insurance cover for restoration of the vandalised plant. 3. Maintain sewer network pumpstations 4.Outfall sewer from Mothotlung Sewer plant will be re-Routed to Damonsville pump-Station	1. Adjusted Budget / Letter of approval for funding 2. Report accompanied by pictures 3. Maintenance Progress Report 4. Report	1. Oct. - Jan. 2021 2. December 2020 3. Monthly Progress Report	Monthly	Director. ITS	Municipal Manager	Risk Management

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
																					1st line of assurance	2nd line of assurance	
ITS	Strategic Obj 5.2.	Local Economic Development	Capacitation and support provided to SMMEs	Number of reports on implementation of STR submitted to council	The implementation of Small Town Regeneration projects may not happen as planned.	Service delivery	1. Insufficient budget to implement STR. 2. Poor communication amongst Municipal Departments on projects planning and implementation.	1. No progress in Brits town infrastructural development. 2. Inability to attract investment 3. Poor local economic development, no jobs creation, and increased poverty,	5	5	25	1. STR Implementation plan 2. Signed commitment letters by potential funders. 3. List of Municipal project plans that has an impact on STR like roads, electricity, parks etc	5	24	90%		1. Continuous engagements with potential funders, including SALGA, as the founder of the project for support. 2. Resuscitation of Municipal inter Departmental Forum to discuss all planned projects and their impact on STR.	1. Minutes, attendance registers and resolutions taken. Delays may be caused by the COVID 19 era on both strategies	1. Sept 2020 2. Dec 2020	Quarterly	Director: ITS	Municipal Manager	Risk Management
BTO	Strategic Objective 6.1.15	Municipal Financial Viability	Improved Financial Viability and Audit Outcomes	Number of 2019/20 Annual Financial Statements compiled submitted to AGSA <i>(Annual target - 1)</i>	There might be late submission of Financial Statements	Reputation	1. Lack of commitment towards management of PAAP and AFS plan. 2.No directorate SOP and lack of commitment toward Implementation of internal controls by directorates. 3. Poor record keeping POE for compilation of AFS	1. Reputa-tional Damage and Low investor confidence 2. Poor Governance 3. Poor audit opinion	5	5	25	1. AFS Plan 2. Committed Financial BTO Management team 3. PAAP Register 4. Additional Capacity from financial consultant	10	23	90%	>10%	1. Management of PAAP and AFS plan should form part of Directors KPI and PMS contract cascaded down to Managers 2. Adopt and Implement Standard Operating Procedures 3. Electronic Filing System	1. KPI of Directors 2. Monthly PAAP & on the second half of the financial year. 3. Approved SOP of Directorates 4. Screenshot of electronic filed document's drive	10 April 2020 10 July 2020 10 October 2019 15 January 2020	1. End of 1st Quarter 2. Monthly 3. End of 1st Quarter	All Directors	Municipal Manager	Risk Management

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
BTO	Strategic Objective 6.1.4	Municipal Financial Viability	Improved Financial Viability and Audit Outcomes	Percentage of total operating budget spent by <i>(Annual target - 95%)</i>	Unfunded Budget	Financial	1.Incorrect budget projection from Service Charges forecast. 2. Incomplete meter reading (due to faulty meters and restriction in some areas) 3. Incomplete billing information (proper-ties water and electricity, refuse and sanitation connection points) 4.Tariffs linked to incorrect category consumer account. 5. Poor maintenance and non replacement of absolute meters by Technical Dep. 6. Denial of access to meters for meter reading purpose by community members 7. Inflated expenditure 8. Non adherence to Procurement P9. Inadequate utilisation of Creditors module on the Financial Management System Plans	1.Inaccurate revenue (service charges) budget forecast. 2. Qualification of AFS on completeness of revenue 3. Incomplete revenue raised from service charges. 4. Increase in (non-technical) distribution loss 5. inaccurate billing 6. AG audit finding	5	5	25	1. Sub-mission of faulty meters report 2. Monthly Revenue report 3. Billing 4. Valuation roll	15	21	90%	>10%	1. Monthly Service Charges Reconciliations (Tariff report, Property, Account charges) 2. Monthly Service Charges Reconciliations (Service Charges vs GL) 3. Timeous replacement of faulty meters by Technical Department 4. Report on incidences of service interruptions and restrictions by community meter to be included in the monthly report 5. Implement both the financial recovery and revenue enhancement plan 6. Finalise the Cost of Supply Study 7. No procurement of non submitted procurement plans (Preceded by a memo to departments stipulating the aforementioned) 8. Training of Expenditure personnel on the Creditors module 9. Activate and utilise creditors module	1. Monthly Service Charges reconciliations 2. Signed/emailed (Revenue and Technical) Faulty Meters report. 3.Monthly Revenue Report , BTO monthly report and Council Resolution. 4. Report 5. Revenue Enhancement Progress Report including credit control measures 6. Cost of Supply Study progress report 7.Monthly updated procurement 8. Training Attendance register 9. System generated report on creditors module	9. 1 Sep 2020 10. 30 September 2020 6. 31 July 2020, monthly 7. 31 July 2020, monthly 8. 2nd Week of every month 1. 31 July 2020, monthly 2. 31 July 2020, monthly 3. 31 July 2020, monthly 4. 31 July 2020, monthly 5. 31 July 2020, monthly	Monthly	CFO	Municipal Manager	Risk Management

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting		Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
																					1st line of assurance		2nd line of assurance	
BTO		Municipal Financial Viability	Improved Financial Viability and Audit Outcomes	Percentage of total operating budget revenue raised by (Annual target - 95%)	1. Inability to convert budget revenue into cash	Financial	1. Incorrect meter reading (due to faulty meters and restriction in some areas) 2. Inaccurate updated property information(valuation vs financial) 3. Inability to repair and replace meter by Technical Department 4. Inability of access to properties 5. Pending legal dispute 6.Disruptions on implementation of credit control	2. Inaccurate billing 3. Incomplete revenue raised from service charges. 4. Increase in (non-technical) distribution loss 5. inaccurate billing 6. AG audit finding	5	5	25	1. Implementa- tion of Credit control policy 2. Monthly Revenue report 3. Billing 4. Valuation roll	15	21	90%	>10%	1. Submission of faulty meters of ITS. 2. Reconciliation of valuation roll with the financial report 3. Reporting of service delivery interruption s 4. Seeking political intervention	1. Supplementary & reconcile- iation(Revenue and Technical) 2.Faulty Meters report. 3.Mothly Revenue Report , BTO monthly report and Council Resolution. 4. Memo to speakers office	Monthly	10 October 2019 15 January 2020	10 April 2020 10 July 2020	CFO	Municipal Manager	Risk Management
ALL				Compliance to COVID19 Regualtions (Annual target - 100%)	Transmission of the virus (Covid-19) to other citizens/employees	Compliance	1. Undetected real or potential victims 2.Possible contaminated surface areas 3. Non adherence to hygiene guidelines 4. Interrupted water supply 5. Gatherings of over 100/50 people 6. Shortage of technological tools of trade 7. Unavailability of PPE 8. Unavailability of cleaning detergents	1. Increased severity of the outbreak 2. Inability to provide services 3. High rate of medical cases 4. Possible fatalities 5. Absen- teeism 6. Litigation	5	5	25	1.Regular cleaning of facilities 2.Health Guidelines distributed by the Dept. of Health 3.Declaration of a national state of disaster by the President	20	20	100%	>0%	1. Preventative measurers 2. Strengthening of hygiene measures (all municipal buildings) 3. Continuous awareness 4. Water interruptions management measures 5. Social distancing	see COVID19 RISK MITIGATION STRATEGY – LEVEL 4	see COVID19 RISK MITIGATION STRATEGY – LEVEL 4	All Directors	Municipal Manager	Risk Management		

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/Quality & Compliance
DD:SPME	Strategic Obj 7.2	Good Governance And Public Participation	Reduced incidents of fraud and corruption	% of formally reported fraud, theft and corruption investigations initiated within 30 days after receipt (<i>Annual target - 100%</i>)	Increase in fraud activities	Fraud and corruption	1.Lack of buy-in management 2.Lack of continuous review 3.Lack of monitoring 4.Non implementation of fraud plans	1.Non compliance . 2.Negative audit opinion. 3.Poor governance . 4. Embezzlement of public funds	5	5	25	Integrity and Ethics Management Framework.	20	20	100%	>0%	1.Incorporating fraud and corruption in senior management performance agreements. 2.Establish integrity management committee . 3.Report incidents of fraud and corruption to Commission of integrity 4. Implement the 19/20 ethics and fraud management plans	1Reviewed performance agreement 2019/2020 2.Appointment letters 3.Quartely report 4. Progress Report	3. 31, March 2020 4. 30 September 2019	1. 30. September 2019 2. 30. September 2019 Quarterly	Deputy Director:SPME	Municipal Manager	Risk Management

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
BTO	ERM			Compliance to MFMA, bylaws and other applicable legislation	failure to adhere to prescribed	Compliance	1. Lack of understanding of applicable laws by officials (including circulars) 2. Non compatibility of the venus system with MSCOA requirements 3. Non integration of operational systems 4. Lack of synchronisation between CSD and the municipal system 5. Non adherence to the price capping margins 6. Interference with SCM processes 7. Culture of non compliance 8. No readings collected in certain areas which culminates in to non compliance to billings prescripts 9. Outdated delegation of powers 10. Lack of Standard Operating Procedures	1. Negative audit opinion 2. Regression of service delivery 3. Low financial sustainability 4. Low staff morale 5. Penalties for non compliance 6. Late submission of AFS	5	5	25	1. MFMA and other application legislation and policies 2. Compliance Risk Assessment 3. Training conducted for BTO officials 4. Financial Management system 5. Sufficient incumbents	20	20	100%	>0%	1. Continuous refresher courses, 1.2 Interpretation of circulars by units as and when they are released and awareness on the implementation 2. Service provider to be engaged on upgrading of the venus system to ensure compatibility with MSCOA requirements 3. Integration of operating systems 4. Fully integrate by Dec. 4.1 Train staff on CSD and venus 4.2 Engagement with the system vendor to start the integration process 4.3 Activate and utilise creditors modules 4.4 Introduce electronic requisitions 5. Benchmarking process initiated and end user to be consulted on prices prior to approval 6. Awareness training on compliance for officials, management & councillors 7. To be referred to MM's office for political principals and senior management, BTO to implement corrective measures 8. Administrator to engage councillors of meter readings 9. Review of delegation of powers 10. Development of Standard Operating Procedures	1. Programmes and attendance register for courses attended 2. Letter of engagement and progress report on the actual system upgrade 4. fully integrated system report 4.1 Attendance register and program 4.2 Engagement letter, integration plan and progress report 4.3 Attendance register, System generated report on creditors 4.4 Screen shot of the request 5. Sample and observe requisitions, feedback on integrating prices on electronic requisition 6. Attendance registers and programmes 7. Organisational culture assessment report with recommendations - MM's office, Attendance register for training and competence certificate and applicable proof for further corrective measures 8. Agenda, attendance register and minutes 9. Council resolution 10. Standard Operating Procedures	1. 30 August and ongoing 2. 23 August 2019 4.1 25 September 2019 4.2 25 September 2019 4.3 19 August 2019 for training and 30 September 2019 4.4 31 October 2019 5. 31 August 2019 6. 30 August 2019 7. ... TBC for councillors 7. 31 October 2019 for MM, 30 August 2019 for BTO 8. 15 September 2019 9. 30 March 2020 10. 30 October 2020	Monthly	All Directors	Municipal Manager	Risk Management

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
PSFFM	ERM			Provision of service delivery fleet and vehicles	Disruption of municipal operations	Service delivery	1.Existing fleet management contract coming to an end Nov. 2020. 2. Current Municipality owned vehicles aging 3. Delays from supply chain in providing the cost analysis report for Municipality to establish whether it can procure or lease fleet services	1.Poor service delivery 2. Municipality services interrupted	5	5	25	1.Current Fleet Contract with Bertobrite 2.87 Municipal owned Vehicles	20	20	90%	>10%	1.Compile a report to BTO on the need analysis from different departments 2.Make follow ups with BTO on the cost analysis report 3.Submission of the Final report based on cost analysis to SMT on purchasing/ leasing fleet services	1. Need analysis report BTO 2. Emails of communication with BTO 3.Report	1.Immediately 2. Continuous	Monthly	Director PSFFM	Municipal Manager	Risk Management
ITS	Strategy 4.3.2	Basic Service Delivery And Infrastructure	Monitoring of projects	% of MIG budget spent by 30 June (Annual target - 100%)	Underspending on allocation stopping of funds.	Service delivery	Delay on procurement of contractors, Cash flow challenges ; poor performance of contractors ; community unrests;	1.unfinished project, community unrests, stopping of MIG funds	5	5	25	1.CIDB grading 2. Procurement plan 3.site meeting	20	20	100% (279,801,000,00)	>0%	1.MIG awareness/ Workshops 2.application of penalties 3.Monthly progress reports 4.filling of PMU posts	1. Attendance register 2. monthly progress report 3.appointment letters	1. 31 August 2020	Monthly	SCM unit; PMU, Director ITS	Municipal Manager	Risk Management

Directorate	Risk ref as per IDP	Key Performance Area	Strategic Objective	Key Performance Indicator	Risk description	Risk category	Root Cause	Consequence	Impact	Likelihood	Inherent risk	Existing controls	Control Adequacy(%)	Residual risk	Tolerance	Tolerance Level Exceeded	Treatment plan/mitigation strategy	Means of Verification	Due date	Frequency of Reporting	Action owner	Risk Owner	Risk Management /Security/Inspection/ Quality & Compliance
																					1st line of assurance	2nd line of assurance	
CSS	ERM	Municipal Transformation and Institutional Development	Improved Effectiveness and Efficiency of Municipal Administration	Implementation of records management policies and system	There might be loss of information		1.Outdated records management policy and file plan. 2. Lack of implementation plan and system in place . 3. Deliberate discarding of information 4. Information lost during audit period. 5.Lack of capacity 6. Not all files reach records management unit	1.Loss of information 2. Disclaimer audit Opinion	5	5	25	Records Management policy and file plan	20	20	%06		1.Review the Records Policy and File Plan 2. Develop records implementation plan and costing for new system i.e E-Records system 3. Appoint Chief Records Officer	1.Council Resolution 2. Approved implementation plan by SMT 3. Appointment letter	1. 30 June 2021 2. 30 September 2020 3. 31 December 2020	Quarterly	Director: CSS	Municipal Manager	Risk Management
CDS	Strategy 3.6.1.	Basic Service Delivery And Infrastructure	Develop the Air Quality Management Plan	Air Quality Management Plan developed and approved	Deterioration of air quality within Madibeng Local Municipality	Compliance \ Regulatory	1. Lack of budget for Air quality Management Plan Municipality 2. Air Quality not prioritised	1. Increase in air pollution 2. Health Hazards	5	5	25	1. District AQMP. 2. Madibeng Local Municipality falls within under national air quality priority areas											



Report of the auditor-general to the North West provincial legislature and the council on the Madibeng Local Municipality

Disclaimer of opinion

1. I was engaged to audit the financial statements of the Madibeng Local Municipality set out on pages xx to xx, which comprise the statement of financial position as at 30 June 2019, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. I do not express an opinion on the financial statements of the municipality. Because of the significance of the matters described in the basis for disclaimer of opinion section of this auditor's report, I was unable to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

Basis for disclaimer of opinion

Receivables from exchange and non-exchange transactions

3. I was unable to obtain sufficient appropriate audit evidence for receivables from exchange and non-exchange transactions due to unreconciled differences between the financial statements and the accounting records. I was unable to confirm these receivables from exchange and non-exchange transactions by alternative means. Consequently, I was unable to determine whether any adjustments to receivables from exchange transactions of R285 587 258 (2018: R218 417 852) as disclosed in note 6, receivables from non-exchange transactions of R19 851 178 (2018: R438 694 101) as disclosed in note 7 and debt impairment of R748 800 823 (2018: (R128 997 789)) as disclosed in note 28 to the financial statements were necessary.

Service charges

4. I was unable to obtain sufficient appropriate audit evidence for revenue from service charges due to unreconciled differences between the financial statements and the accounting records. In addition, the municipality recognised revenue for service charges by using unreliable estimates for billing purposes. I was unable to confirm the revenue by alternative means. Consequently, I was unable to determine whether any adjustment to service charges of R677 315 512 (2018: R660 157 651) as disclosed in note 17 to the financial statements was necessary.

Property rates

5. I was unable to obtain sufficient appropriate audit evidence for revenue from property rates due to unreconciled differences between the financial statements and the accounting records. I was unable to confirm these revenue by alternative means. Consequently, I was unable to determine whether any adjustment to property rates of R250 713 059 (2018: R258 006 000) as disclosed in note 23 to the financial statements was necessary.

Interest received

6. I was unable to obtain sufficient appropriate audit evidence for interest charged on trade and other receivables due to unreconciled differences between the financial statements and the accounting records. I was unable to confirm the interest received by alternative means. Consequently, I was unable to determine whether any adjustment to interest charged on trade and other receivables of R50 776 425 (2018: R83 818 399) included in interest received as disclosed in note 19 to the financial statements was necessary.

Cash and cash equivalents and bank overdraft

7. I was unable to obtain sufficient appropriate audit evidence for cash and cash equivalents and the bank overdraft due to unreconciled differences between the financial statements and the accounting records. I was unable to confirm these balances by alternative means. In addition, the municipality omitted disclosure of the investment with VBS Mutual Bank of R31 504 247 which was fully impaired during the previous year. Consequently, I was unable to determine whether any adjustments to cash and cash equivalents of R3 511 804 680 (2018: R2 655 594 804) and the bank overdraft of R3 422 633 844 (2018: R2 597 064 583) as disclosed in note 8 to the financial statements were necessary.

Payables from exchange transactions

8. I was unable to obtain sufficient appropriate audit evidence for payables from exchange transactions due to differences between the financial statements and the accounting records. In addition, the municipality did not have adequate systems in place to record all payables. I was unable to confirm these payables by alternative means. Consequently, I was unable to determine whether any adjustment to payables from exchange transactions of R1 057 552 382 (2018: R662 907 017) as disclosed in note 10 to the financial statements or the related expenditure and the accumulated surplus was necessary.

Operating lease liability

9. The municipality did not correctly account for the operating lease liability as required by GRAP 13, *Leases* due to the incorrect calculation of the operating lease expense on a straight-line basis over the lease term. Consequently, the operating lease liability in the statement of financial position was overstated by R78 524 368 (2018: R40 727 386) and the lease rentals on operating lease expense was understated by R44 838 470 (2018: R 24 332 847). Additionally, there was a resultant impact on the deficit for the year and the accumulated surplus.

Provisions

10. I was unable to obtain sufficient appropriate audit evidence for provision for the restoration of landfill site as the municipality did not provide supporting documents for key assumptions utilised in the calculation of the provision. I was unable to confirm the provision by alternative means. Consequently, I was unable to determine whether any adjustments to provisions of R16 789 837 as disclosed in note 16 to the financial statements or the related expenditure were necessary.



Bulk purchases

11. I was unable to obtain sufficient appropriate audit evidence for bulk purchases due to the status of the accounting records and the non-submission of information in support of some purchases. I was unable to confirm these expenses by alternative means. Furthermore, the municipality did not appropriately account for bulk purchases as required by GRAP 1, *Presentation of financial statements*, as expenditure were not recorded on the accrual basis. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable confirm these expenses by alternative means. Consequently, I was unable to determine whether any further adjustment relating to bulk purchases of R814 197 541 (2018: R599 792 691) as disclosed in note 26 to the financial statements was necessary.

Other operational expenses

12. I was unable to obtain sufficient appropriate audit evidence for other operational expense due to the status of the accounting records and the non-submission of information in support of these expenses. I was unable to confirm these expenses by alternative means. Furthermore, the municipality did not appropriately account for other operational expenses as required by GRAP 1, *Presentation of financial statements*, as expenditure were not recorded on the accrual basis. I was unable to determine the extent of this misstatement as it was impracticable to do so and I was unable confirm these expenses by alternative means. Consequently, I was unable to determine whether any adjustment relating to other operational expense of R238 781 106 (2018: R228 869 355) as disclosed in note 32 to the financial statements was necessary.

Cash flow statement

13. The calculation of the net cash flows from operating activities, net cash flows from investing activities and net cash flows from financing activities for both the current and prior periods, did not appropriately account for cash and non-cash items as required by GRAP 2, *Cash flow statements*. I was unable to determine the full extent of these misstatements to the cash flow statement and the notes thereto as the municipality's system made it impracticable to do so.

Statement of comparison of budget and actual amounts

14. The municipality did not appropriately present budgeted and actual amounts as required by GRAP 24, *Presentation of budget information in the financial statements*. The amounts disclosed as final budget and actual amounts for the period did not agree to the adjustment budget and the accounting records respectively. In addition, for some material variances between the budgeted and actual amounts no explanations were disclosed. I was unable to quantify the resultant impact on the variance and explanations disclosed as it was impracticable to do so.

Contingent liabilities

15. The municipality incorrectly disclosed an outstanding loan from the Public Investment Corporation as a contingent liability contrary to the requirements of GRAP 19, *Provisions, contingent liabilities and contingent assets* instead of recognising the loan as a non-current liability. Consequently, non current liabilities was understated by R772 450 315 (2018: R772 450 315). Additionally, there is a resultant impact on the finance costs, deficit for the year and the accumulated surplus.

Commitments

16. During 2018, I was unable to obtain sufficient appropriate audit evidence for commitments due to differences between the financial statements and the accounting records. I was unable to determine whether any adjustment to commitments of R285 258 000 as disclosed in note 37 to the financial statements was necessary. My audit opinion on the financial statements for the period ended 30 June 2018 was modified accordingly. I was still unable to confirm these



commitments by alternate means. Consequently, my opinion on the current period's financial statements is also modified because of the possible effect of this matter on the comparability of the current period's figures. In addition, during the current year the municipality did not appropriately disclose commitments as required by GRAP 17, *Property, plant and equipment*, resulting in commitments as disclosed in note 37 to the financial statements being overstated by R84 295 522.

Prior period errors

17. I was unable to obtain sufficient appropriate audit evidence for the prior period errors as disclosed in note 40 to the financial statements, due to the poor status of the accounting records. I was unable to confirm these adjustments by alternative means. In addition, the municipality did not correctly disclose all adjustments made to correct prior period errors as required by GRAP 3, *Accounting policies, estimates and errors*. The nature and the amount of the correction for each financial statement item affected and the amount of the correction at the beginning of the earliest prior period, were also not disclosed. Consequently, I was unable to determine whether any further adjustment to prior period errors disclosed in note 40 was necessary

Unauthorised expenditure

18. Section 125 of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) requires the disclosure of unauthorised expenditure incurred. I was unable to obtain sufficient appropriate audit evidence for unauthorised expenditure disclosed as incurred during or for adjustments to the opening balance of unauthorised expenditure and due to non-submission of information requested. I was unable to confirm the unauthorised expenditure by alternate means. Consequently, I was unable to determine whether any adjustment relating to unauthorised expenditure of R1 593 652 097 (2018: R1 604 273 594) as disclosed in note 44 to the financial statements, was necessary.

Irregular expenditure

19. Section 125 of the MFMA requires the disclosure of irregular expenditure incurred. The municipality made payments of R51 401 076 (2018: R56 257 572) in contravention of the supply chain management requirements, which were not included in irregular expenditure disclosed. As the municipality did not quantify the full extent of the irregular expenditure, it was impracticable to determine the resultant understatement of irregular expenditure of R1 829 443 862 (2018: R1 396 228 574) as disclosed in note 46 to the financial statements.

Fruitless and wasteful expenditure

20. Section 125 of the MFMA requires the disclosure of fruitless and wasteful expenditure incurred. The municipality made payments of R28 713 837 (2018: R10 189 419) that were regarded as fruitless and wasteful expenditure, but was not included in the fruitless and wasteful expenditure disclosed. As the municipality did not quantify the full extent of fruitless and wasteful expenditure, it was impracticable to do so. Consequently, I was unable to determine whether any further adjustment to fruitless and wasteful expenditure of R37 284 463 (2018: R33 143 433) as disclosed in note 45 to the financial statements was necessary.

Distribution losses

21. Section 125(2)(d)(i) of the MFMA requires the disclosure of material losses. I was unable to obtain sufficient appropriate audit evidence to recalculate the distribution losses relating to electricity and water due to a lack of adequate accounting records and inadequate billing processes. Consequently, I was unable to determine whether any adjustment to the distribution losses as disclosed in note 48 to the financial statements was necessary.



Other matters

22. I draw attention to the matters below. My opinion is not modified in respect of these matters.

Unaudited disclosure notes

23. In terms of section 125(2)(e) of the MFMA, the is required to disclose particulars of non-compliance with the MFMA. This disclosure requirement did not form part of the audit of the financial statements and accordingly I do not express an opinion thereon.

Unaudited supplementary schedules

24. The supplementary information set out on pages XX to XX does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Responsibilities of the accounting officer for the financial statements

25. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and the requirements of the MFMA and the Division of Revenue Act of South Africa, 2018 (Act No. 1 of 2018) (DoRA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

26. In preparing the financial statements, the accounting officer is responsible for assessing the Madibeng Local Municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or there is no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

27. My responsibility is to conduct an audit of the financial statements in accordance with International Standards on Auditing (ISAs) and to issue an auditor's report. However, because of the matters described in the basis for disclaimer of opinion section of this auditor's, I was not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these financial statements.

28. I am independent of the municipality in accordance with sections 290 and 291 of the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants*, parts 1 and 3 of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA codes) and the ethical requirements that are relevant to my audit of the financial statements in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA codes.

Report on the audit of the annual performance report

Introduction and scope

29. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report material findings on the reported performance information against predetermined objectives for the selected development priority presented in the annual performance report. I was engaged to perform procedures to raise findings but not to gather evidence to express assurance.



30. I was engaged to evaluate the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected development priorities presented in the annual performance report of the municipality for the year ended 30 June 2019:

Development priority	Pages in the annual performance report
KPA 2 - Basic service delivery and infrastructure development	x – x

31. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
32. The material findings in respect of the usefulness and reliability of the selected development priority are as follows:

KPA 2 - Basic service delivery and infrastructure development

Number of high mast lights installed

33. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of this indicator due to a lack of adequate technical indicator descriptions and formal standard operating procedure, the source information and evidence for the achievement of the planned indicators not clearly being clearly defined and a lack of systems and processes that enable validate reliable reporting of actual service delivery against the indicator. In addition, the planned indicator and target were the number of high mast lights installed but the reported achievement referred to was number of high mast lights maintained. I was unable to confirm the reported achievement or validate the existence of systems and processes by alternative means. Consequently, I was unable to determine whether any adjustment was required to the reported achievement.

Number of transport facilities maintained by 30 June 2019

34. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of this indicator due to a lack of adequate technical indicator descriptions and formal standard operating procedure, the source information and evidence for the achievement of the planned indicators not clearly being clearly defined and a lack of systems and processes that enable validate reliable reporting of actual service delivery against the indicator. In addition, the planned indicator and target were the number of transport facilities maintained but the reported achievement referred to was number of roads constructed. I was unable to confirm the reported achievement or validate the existence of systems and processes by alternative means. Consequently, I was unable to determine whether any adjustment was required to the reported achievement.

Number of waste transfer station (Brits) maintained by 30 June 2019

35. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of this indicator due to a lack of adequate technical indicator descriptions and formal standard operating procedure, the source information and evidence for the achievement of the planned indicators not clearly being clearly defined and a lack of systems and processes that enable validate reliable reporting of actual service delivery against the indicator. In addition, the planned indicator and target were the number of waste transfer station (Brits) maintained but the reported achievement referred to was number of maintenance activities performed at the waste transfer station. I was unable to confirm the reported achievement or validate the



existence of systems and processes by alternative means. Consequently, I was unable to determine whether any adjustment was required to the reported achievement.

Indicator: Area (in m²) of paved road network maintained (patched) by 30 June 2019

36. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of “8000 m² of paved road network maintained by 30 June 2019”. This was due to limitations placed on the scope of my work. I was unable to confirm the reported achievement by alternative means. Consequently, I was unable to determine whether any adjustments were required to the achievement of “8000 m² of paved road network maintained” as reported in the annual performance report.

Various indicators

37. I was unable to obtain sufficient appropriate audit evidence for the achievement and related measures taken to improve performance as reported in the annual performance report for the indicators listed below. This was due to a lack of formal standard operating procedures that predetermined how the achievement would be measured, monitored and reported and due to limitations placed on the scope of my work. I was unable to confirm the reported achievement and the reported measures taken by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievement and the measures taken to improve performance. In addition, the targets approved in the service delivery and budget implementation plan (SDBIP) was not consistent with the target reported in the annual performance report. Furthermore, the targets for the indicators were changed without obtaining the necessary approval.

Indicator	Planned target	Targets as per the APR	Reported achievements
Number of waste water treatment works complying 90% against the applicable water quality standards by 30 June 2019	16 assessment WWTW reports	5	Not Achieved 2 out of 5 [40%]
Number of Infrastructure project completed per phase within time, scope, and budget by 30 June 2019	13 by June 2019	12	Not Achieved 7 out of 12 projects completed [58.33%]

38. I was unable to obtain sufficient appropriate audit evidence to support the reported achievement of the below listed targets. This was due to a lack of proper performance management systems, processes and standard operating procedures that predetermined how the achievement would be measured, monitored and reported. I was unable to confirm the reported achievements of these indicators by alternative means. Consequently, I was unable to determine whether any adjustments were required to the achievements as reported in the annual performance report.

Indicators	Targets	Reported achievements
Turn-around time (Hours) taken to repair defective meters by 30 June 2019	24HRS	Not achieved [0%]
% of processed licenses as per the National Road Transport Act by 30 June 2019	100%	Not Achieved [0%]
Percentage of disasters incidents and disasters responded to, as a proportion of request received by 30 June 2019	Responded to a incidents as per requests received	Achieved 100% of disasters incidents have been responded to. [100%]
Increased compliance rate (in%) of landfill site by 30 June 2019	100%	Achieved 100% compliance rate of landfill site [100%]



Indicators	Targets	Reported achievements
Actual increase in number of households (hh) with access to refuse removals services 30 June 2019	1000	Achieved 1000 x households (hh) have access to refuse removal services. [100%]

39. I was unable to obtain sufficient appropriate audit evidence for the achievement and related measures taken to improve performance as reported in the annual performance report for the indicators listed below. This was due to a lack of formal standard operating procedures that predetermined how the achievement would be measured, monitored and reported and due to limitations placed on the scope of my work. I was unable to confirm the reported achievement and the reported measures taken by alternative means. Consequently, I was unable to determine whether any adjustments were required to the reported achievement and the measures taken to improve performance.

Indicators	Targets	Reported achievements
Number of ground water monitoring exercises conducted 30 June 2019	4 grounds water monitoring	Not achieved 3/4 ground water monitoring conducted [75%]
Capacity (in MW) of alternative/renewable power installed by 30 June 2019	2mw by June 2019	Not achieved [0%]
% of households sustained with provision of all municipal services by 30 June 2019	Water=80% Sanitation=79% Electricity=79%	Not achieved [0%]
% reduction of unaccounted electricity losses by 30 June 2019	10%	Not achieved [0%]
Net KWH generated as a proportion of the total of the KWH demanded by 30 June 2019	500 000 (revenue unit)	Not achieved [0%]
Percentage increase in blue drop score by 30 June 2019	>65%	Not achieved [0%]
Number of unmetered stands provided with meters by 30 June 2019	10000	Not Achieved Same as ITS 30 stated different but measures the same thing
% Reduction in water losses by 30 June 2019	Water Reduced losses by 9%	Not achieved [0%]
Number of KM of roads re-gravelled by 30 June 2019	30km	Not Achieved 0Km [0%]
Number of 240 L bins procured and delivered of 240 L bins by 30 June 2019	10 000 x 240L bins procured and delivered	Not Achieved [0%]

40. I was unable to obtain sufficient appropriate audit evidence for the reported achievement of the indicators listed below, this is due to a lack of formal standard operating procedure, the source information and evidence for the achievement of the planned indicators not clearly being clearly defined and a lack of systems and processes that enable validate reliable reporting of actual service delivery against the indicator. In addition, the measures taken to improve performance against targets were not included in the annual performance report. I was unable to confirm the reported achievement or validate the existence of systems and processes by alternative means. Consequently, I was unable to determine whether any adjustment was required to the reported achievement.



Indicators	Targets	Reported achievements
% of electricity repairs and maintenance completed by 30 June 2019	100%	Not achieved [0%]
Number of additional households in formal dwellings provided with water connections by 30 June 2019	1500	Not Achieved 1680 out of 1500 [0%]
Number of reports compiled on household with access to basic services (i.e. water, sanitation, Electricity, Refuse removal) and submitted to council by 30 June 2019	4	Not achieved [0%]

Other matter

41. I draw attention to the matters below.

Achievement of planned targets

42. Refer to the annual performance report on pages xx to xx for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information in paragraphs 33 to 40 of this report.

Report on audit of compliance with legislation

Introduction and scope

43. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the compliance of the municipality with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
44. The material findings on compliance with specific matters in key legislation are as follows:

Financial statements

45. The financial statements were not submitted to the Auditor-General, for auditing, within two months after the end of the financial year, as required by section 126(1)(a) of the MFMA.
46. Written explanation setting out the reasons for the failure to submit the financial statements to the Auditor-General within two months after the end of the financial year were not tabled in council as required by section 133(1)(a) of the MFMA.
47. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements identified by the auditors in the submitted financial statements were not adequately corrected and the supporting records could not be provided subsequently, which resulted in the financial statements receiving a disclaimer audit opinion.

Expenditure management

48. Money owed by the municipality was not always paid within 30 days, as required by section 65(2)(e) of the MFMA.
49. Sufficient appropriate audit evidence could not be obtained that payments from the municipality's bank account were in all instances approved by the accounting officer, the chief financial officer or a properly authorised official, as required by section 11(1) of the MFMA.



50. Reasonable steps were not taken to ensure that the municipality implements and maintains an effective system of expenditure control, including procedures for the approval and authorisation of funds, as required by section 65(2)(a) of the MFMA.
51. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred and accounted for creditors, as required by section 65(2)(b) of the MFMA.
52. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the irregular expenditure could not be quantified as indicated in the basis for qualification paragraph. The majority of the disclosed irregular expenditure was caused by non-compliance with the supply chain regulations.
53. Reasonable steps were not taken to prevent fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA. The fruitless and wasteful expenditure disclosed does not reflect the full extent of the fruitless and wasteful expenditure incurred as indicated in the basis for qualification paragraph. The majority of the disclosed fruitless and wasteful expenditure was caused by interest payable on long outstanding accounts.
54. Reasonable steps were not taken to prevent unauthorised expenditure, as required by section 62(1)(d) of the MFMA. The full extent of the unauthorised expenditure could not be quantified as indicated in the basis for qualification paragraph.
55. Unforeseen and unavoidable expenditure incurred by the municipality was not approved by the mayor as required by section 29(1) of the MFMA.
56. The total unforeseen and unavoidable expenditure incurred exceeded R15 million, in contravention of regulation 72 of the Municipal Budget and Reporting Regulations.

Revenue management

57. An adequate management, accounting and information system which accounts for revenue, debtors and receipts of revenue was not in place, as required by section 64(2)(e) of the MFMA.
58. An effective system of internal control for debtors management was not in place, as required by section 64(2)(f) of the MFMA.
59. Revenue due to the municipality was not calculated on a monthly basis, as required by section 64(2)(b) of the MFMA.

Consequence management

60. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(a) of the MFMA.
61. Irregular expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.
62. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.

Strategic and performance management

63. The approved amended SDBIP for the year under review did not include monthly revenue projections by source of collection and the monthly operational and capital expenditure by vote as required by section 1 of the MFMA.
64. Performance targets were not set for each of the key performance indicators (KPIs) for the financial year, as required by section 41(1)(b) of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA) and regulation 12(1) of the Municipal Planning and Performance Management Regulations (MPPMR).



65. The performance management system and related controls were not maintained as required by regulation 7(1) of the MPPMR.

Human resource management

66. Job descriptions were not established for all posts in which appointments were made, as required by section 66(1)(b) of the MSA.
67. Appropriate systems and procedures to monitor, measure and evaluate performance of staff were not developed and adopted, as required by section 67(1)(d) of the MSA.

Procurement management

68. Sufficient appropriate audit evidence could not be obtained that all contracts were awarded in accordance with the legislative requirements as supporting documentation was not provided for some awards selected for audit.
69. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM regulation 19(a). Similar non-compliance was also reported in the prior year..
70. Sufficient appropriate audit evidence could not be obtained that the preference point system was applied in all procurement of goods and services above R30 000 as required by section 2(a) of the Preferential Procurement Policy Framework Act.
71. Sufficient appropriate audit evidence could not be obtained that contracts were awarded to suppliers based on preference points that were allocated and calculated in accordance with the requirements of the Preferential Procurement Policy Framework Act and its regulations.
72. Sufficient appropriate audit evidence could not be obtained that contracts were awarded to bidders that scored the highest points in the evaluation process as required by section 2(1)(f) of Preferential Procurement Policy Framework Act and the Preferential Procurement Regulations.
73. Sufficient appropriate audit evidence could not be obtained that contracts were awarded to bidders based on points given for criteria that were stipulated in the original invitation for bidding, as required by the Preferential Procurement Regulations.
74. Sufficient appropriate audit evidence could not be obtained that contracts were awarded to bidders based on pre-qualification criteria that were stipulated in the original invitation for bidding, in contravention of regulations 4(1) and 4(2) of the 2017 Preferential Procurement Regulations.
75. Sufficient appropriate audit evidence could not be obtained that tender requirements for contracts above R30 million included a condition for mandatory subcontracting to advance designated groups, as required by regulation 9(1) of the 2017 Preferential Procurement Regulations.
76. Sufficient appropriate audit evidence could not be obtained that construction contracts were awarded to contractors that were registered with the Construction Industry Development Board (CIDB) and qualified for the contract in accordance with section 18(1) of the CIDB Act and CIDB regulations 17 and 25(7A).
77. Some of the bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by regulation 8(2) of the 2017 Preferential Procurement Regulations.
78. Some of the commodities designated for local content and production, were procured from suppliers who did not submit a declaration on local production and content as required by the 2017 Preferential Procurement Regulations.
79. Sufficient appropriate audit evidence could not be obtained that commodities designated for local content and production, were procured from suppliers who met the prescribed minimum



threshold for local production and content, as required by regulation 8(5) of the 2017 Preferential Procurement Regulations.

80. Awards were made to providers who were in the service of other state institutions or whose directors or principal shareholders were in the service of other state institutions, in contravention of section 112(j) of the MFMA and SCM regulation 44.
81. Persons in the service of the municipality who had a private or business interest in contracts awarded by the municipality failed to disclose such interest, in contravention of SCM regulation 46(2)(e) and the code of conduct for staff members issued in terms of the MSA.

Internal control deficiencies

82. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance thereon. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for disclaimer of opinion, the findings on the annual performance report and the findings on compliance with legislation included in this report.
 - Leadership did not enforce an ethical business culture and exercise adequate oversight responsibility regarding complete and accurate financial reporting, performance reporting, compliance and related internal controls monitoring, as well as implementation of the approved policies and procedures of council. An IT governance framework that supports and enables the business, delivers value and improves performance was also not implemented as recommended.
 - Management did not implement effective monitoring controls over proper record keeping, reconciliation of transactions and accurate processing of transactions that support reported financial information and performance on predetermined objectives. Furthermore, action plans to address prior year audit findings were not adequately implemented and monitored, as numerous instances of repeat audit findings were reported. There are no proper systems and controls in place to prevent and detect non-compliance with legislation.
 - Although the audit committee and internal audit fulfilled some of its functions, its recommendations to address the internal control deficiencies and non-compliances were not implemented by management, resulting in the internal control environment remaining ineffective.

Other reports

83. I draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

Investigations

84. An investigation by the Directorate of Priority Crime Investigation (Hawks) into fraud allegations was initiated in prior years. This investigation was not finalised at the reporting date.
85. An independent firm was appointed by the municipality to investigate investments entered into in the prior year in contravention of the municipality's investment policy. This investigation was not finalised at the reporting date.



86. An independent firm, appointed by the municipality is investigating suspected fraud, theft, irregular and unauthorised expenditure pertaining to the procurement of IT related goods and services. This investigation was not finalised at the reporting date.

Auditor-General

Rustenburg

2 December 2019



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

KPA 2 : GOOD GOVERNANCE

INTEGRATED DEVELOPMENT PLANNING PUBLIC PARTICIPATION

IDP & Budget Process

The requirements of Sections 25(1), 28(1) and 34 of the Municipal Systems Act, 32 of 2000, as set out below, guide municipalities in terms of formulating IDP's:

Section 25(1) that *"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single and inclusive strategic development plan for the development of the municipality"*; and

Section 28(1) states further that *"each municipal council must, within a prescribed period after the start of its elected term, adopt a process that set out in writing to guide the planning, drafting, adoption and review of its integrated plan."*

section 34 reads as follows: *"A municipal council*

(a) must review its integrated development plan –

(i) annually in accordance with an assessment of its performance measurements in terms of section 41; and

(ii) to the extent that changing circumstances so demand; and

(b) may amend its integrated development plan in accordance with a prescribed process"

Background

The 5 Year IDP (2017/21), being the 4th generation of the Municipal IDPs, was adopted by Council on 26 May 2017 as per resolution A.0157. In accordance with Section 34 the IDP 5 Year plan was thereafter reviewed as follows:

2017/18 IDP Review formed part of the 5 Year IDP that was adopted on 26 May 2017;

2018/19 IDP Review was adopted on 29 May 2018.

2019/20 IDP Review was adopted on 28 May 2019

2020/21 IDP Review, being the last review of the current 5 Year Plan, to be adopted during May 2020

IDP Process Plan

The IDP Process Plan for the 2020/21 IDP Review was adopted by Council on 27 August 2019 as per resolution Admin.0017.

Purpose of the IDP Public Participation Process

This Process Plan, amongst others, requires that the municipality embarks on the process of ward level public participation to review the ward priority needs and prioritized projects as indicated in the adopted document. Madibeng is addressing its public participation by hosting individual ward level meetings in all wards within its jurisdiction.

The Process of Ward Level Public Participation

According to the IDP and Budget Process Plan the IDP Ward Public Participation Process successfully took place during October 2019.

The Municipality complied to the prescribed legislative requirements, whereby 2 weeks prior notice to the commencement date of the Ward Level Public Participation Process were given to the communities and stakeholders

This was done as follows:

A Notice of the scheduled Ward Level Public Participation Meetings appeared in the local Naledi Newspaper on 30 September 2019. Notices, in the form of flyers, were distributed by the respective Ward Councillors and loudhailing was done by the Office of the Speaker, whilst broadcasting was done by Radio stations Lethlabile and Moitswading respectively.

Constitution of Task Teams

Ten task teams, comprising of MMCs, Directors, Managers and other officials, were nominated to attend these meetings.

Outcome of IDP Ward Level Public Participation Process

The success rate of this exercise was 83% and the ward needs were prioritized as follows:

PRIORITIZED WARD NEEDS AND PROJECTS

WARD 1		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	Rehabilitation of boreholes 1.2. Maintenance of boreholes (Plan) 1.3. Bulk Water 1.4. Water Borne Toilets 1.5. VIP Toilets	Legonyane, Sephai, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival, Mmasebolana & Kwarriekraal All Areas All areas Legonyane, Fafung, Rasai, Klipvoor, Vaalbosch, Rooival & Mmasebolana As in point 1.1. above
2. Roads & Storm water	2.1. Upgrading of tarred roads Roads 2.2. Gravelling/Paving of Internal 2.3. Stormwater drainage 2.4. Upgrading of bridges & culverts 2.5. Road Signs & Fencing	All areas / Rooival, Vaalboschlott, Klipvoor, Kwarriekraal All areas All areas Klipvoorstad, Legonyane & Sephai All areas
3. Social Services	3.1. Development of clinic 24 hrs 3.2. Maintenance of all community halls 3.3. Development of Waste Disposal 3.4. Development of community halls 3.5. Development of park	Fafung & Legonyane Rooival, Kwarriekraal
4 .Electricity	4.1. Extension to other areas 4.2. Maintenance of Apollo Lights (energised) 4.3. Additional Apollo Lights 4.4. Post connection	All areas All areas
5. Land and Housing	5.1. PHP Houses 5.2. RDP houses	Fafung, Sephai, Rasai, Legonyane, Masobolane and Rooival

WARD 2		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water Supply 1.2. VIP Toilets	Jericho All ward
2. Roads	2.1. Tarred Roads	Jericho to Mmupudung (13 kms) Jericho to Rashoop
3.Electricity	3.1. High Mast Lights 3.2. Extensions 3.3. Street Lights	All ward
4. Housing	4.1. Rural Housing	All ward
5. LED	5.1. Tourism 5.2. Arts & Culture	All ward
EXCESS NEEDS		
6. Social Services	6.1. Renovation of Preschools & Schools 6.2. Extension of Clinic	6.3. 24 hours working Clinic 6.4. Mobile Clinic twice a week

WARD 3		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Bulk Supply 1.2. Purification and Completion of Borehole Project, Blue drop Madidi Purification Plant (Letter of approval from (Municipality) 1.3. Improved Water Quality 1.4. VIP Flush Toilets 1.5. Sewer System	Infrastructure where it is non-existent and extension of pipeline Madidi & Lekgema
2. Social Services	2.1. 24 Hour Clinic Service 2.2. Sports Facility 2.3. Waste Transfer Station 2.4. Skills Development Centre (ABET) 2.5. Completion of local Park	
3. Roads & Storm water	3.1. Regravelling of roads 3.2. Construction of pedestrian bridge 3.3. Paving and storm water for internal roads 3.4. Rehabilitation of Provincial roads 3.5. Tarred roads	All Areas Madidi & Lekgema Lekgema & Madidi Madidi & Lekgema
4. Electricity	4.1. High Mast Lights 4.2. Provision of electricity 4.3. Energizing and maintenance of post connection 4.4. Electrification project 4.5. Upgrading of transformer	Lekgema B/D Lekgema & Madidi All Areas
5. Land & Housing	5.1. Acquisition of Land for Tenants & Formalization Process 5.2. RDP Houses	Lekgema
EXCESS NEEDS		
6. LED	6.1 Car Wash Establishment 6.2. Tourism Development 6.3. Business Centre	6.4. Irrigation System for Crop \ Farming 6.5 Poverty Relief Programme
Roads & SW	3.6. Speed humps – Madidi Primary School, Mmammonwana Primary School & KB	
Social Services	2.6. Women Empowerment 2.7. Park in Sections – B/K 2.8. Gymnasium 2.9. Technical High School	2.10. Drug Rehab Centre 2.11. Patrollers 2.12. After Care

WARD 4		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1 Bulk Water 1.2 Sanitation & Sewerage 1.3. VIP Toilets	Bapokeng, Old Stand, Bataung, Tshamahantshe, Doornkop and Ikageng

WARD 4 (Cont)		
NEEDS	PROJECTS	AREAS
2. Roads & Storm water	2.1. Upgrading Internal roads 2.2. Tarred roads & bus routes 2.3 Construction of bridges 2.4. Upgrading of Provincial road	Road Z606 from KL to Madinyane and road Z608 from garage to Mahau All Areas as above
3. Social Services	3.1. Clinics & equipment & staff 3.2. Police Station 3.3. Fencing of cemetery 3.4. Disability Centre 3.5. Sports facilities & Insurance Fund for repairs of Multi-purpose Centre	
4. LED	4.1. Poverty Relieve Programs 4.2 Skills Development Centre 4.3. SMMEs/Cooperatives 4.4. Agriculture 4.5. Culture Village	All Areas as above
5. Land & Housing	5.1. PHP and RDP 5.2. PHP funds of housing	All Areas as above
EXCESS NEEDS		
6. Electricity	6.1 Substation 6.2 Maintenance and additional High Mast Lights	

WARD 5		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	1.1. Upgrading of gravel & internal roads 1.2. Tarring of Internal Bus Roads	All bus and taxi roads All streets
2. Water & Sanitation	2.1. Bulk Water 2.2. Sewerage & Sanitation	Maboloka
3. Social Services	3.1. Clinic 3.2. Police Station 3.3. Multipurpose Centre 3.4. Sports Centre 3.5. Old Age Home & Orphanage	Bafokeng & Lethabong
4. Land & Housing	4.1. Low Cost Housing & RDP Houses 4.2. PHP Houses 4.3. Constructions	All Sections 1, 2, 3 & 4 Bafokeng, Lethabong & Maboloka
5. LED	5.1. Agriculture 5.2. SMME & Business Centre	Lethabong Maboloka

WARD 5 EXCESS NEEDS		
6. Electricity	6.1. High Mast Lights 6.2. Post connection	6.3. Street Lights 6.4. Upgrading Substation
Social Services	3.6. Fencing of cemeteries 3.7. Schools-Technical College, Middle & High - Maboloka	

WARD 6		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water connections 1.2. Sewerage	
2. Roads & Storm water	2.1. Construction of Tarred road from K:L to Checkers 2.2. Bridge for school children	
3. Social Services	3.1. 24h Clinic 3.2. Police Station 3.3. Multi Purpose Centre 3.4. Schools (Technical & Agricultural) 3.5. Fencing of Cemetery	Maboloka
4. Electricity	4.1 High Mast Lights 4.2. Extension at Thambo Sec 3	Maboloka
5. Housing	5.1 PHP Housing	Maboloka
EXCESS NEEDS		
Social Services	3.6. Waste Bins	

WARD 7		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Low Cost Housing 1.2. Affordable Houses 1.3. Acquisition of Title Deeds 1.4. RDP Houses 1.5. Distribution of Land	Majakaneng
2. Water & Sanitation	2.1. Yard Connections 2.2. Purified water	Some area in all sections
3. Roads & Storm water	3.1 Stormwater drainage 3.2 Internal road paving and backfilling 3.3 Humps in all tar roads 3.4 Paving of Sidewalks	Majakaneng
4. Electricity	4.1. Yard connections 4.2. Indigent registrations	
5. LED	5.1 Fet College 5.2. Hawkers Stalls 5.3. Training of SMME's 5.4. Mini Industry for Manufacturing 5.5. Majakaneng Hiking Trails	

WARD 7 EXCESS NEEDS		
6. Social Services	6.1. Extension of Clinic 24 hours 6.2. Police Station (Satellite) 6.3. Multi Purpose Centre	6.4. Community crèche 6.5. Development of New Cemetery 6.6. Waste Bins

WARD 8		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water Reticulation 1.2. Yard Connections 1.3. Rehabilitation of Boreholes 1.4. Sewage system & VIP Toilets	All areas
2. Land & Housing	2.1. Expropriation of Land 2.3. Land Tenure 2.2. RDP houses 2.4. PHP Houses	Ndlovu and Mashimong All areas
3. Electricity	3.1. Electrification 3.2. High Mast Lights 3.3. Post connections 3.4. Upgrading of Sub Station	Klipgat C All areas
4. Roads & storm water	4.1. Tarring of main roads 4.2. Stormwater Roads 4.3. Regravelling of Roads 4.4. Speed Humps 4.5. Tolaone bridge	Pavement of Madibeng Hills Rd, Jakallas to Mashamplane Rd and Msiza to Phasha Rd All areas All areas Klipgat A & Klipgat C Jakkalsdans
5. Social Services	5.1. Parks and Cemetery 5.2. Mobile Clinic 5.3. Satellite Police Station 5.4. Library 5.5. Upgrading of Clinic	All areas Klipgat C Klipgat C Klipgat A Klipgat A
EXCESS NEEDS		
6. LED	6.1. Sports facilities 6.2. Youth projects 6.3. Poverty alleviation projects	6.4. Job creation 6.5. Tourism and Agricultural projects – Matebeleng Cultural Village to be revamped

WARD 9		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	Paving of internal Roads and Side Kerbs 1.2. Expansion of Road 1.3. Speed humps	Block B, C, and part of Block H Letlhabile to Brits Between Letlhabile and Maboloka

WARD 9 (Cont)		
NEEDS	PROJECTS	AREAS
2. Water & Sanitation	2.1. Water Purification Plant 2.2. Boreholes 2.3. Water pipe supply 2.4. Permanent Toilets	Block B, C Block H Block B, C Block B, C, and part of Block H
3. Land & Housing	3.1. Formalization 3.2. 5000 RDP Houses 3.3. 3000 PHP Houses 3.4. Affordable Houses 3.5. 2500 vacant stands	Next to the mall Block B, C, and part of Block H
4. Electricity	4.1. Extension of House Connections 4.2. Additional 8 High Mast Lights 4.3. Upgrading of Sub-Station	Block B, C and H All Sections Lethabile Block C
5. Social Services	5.1. Clinic 24/7 5.2. Primary School 5.3. High School 5.4. Multi-Purpose Community & Crisis Centre 5.5. Sports Facility	Block B, C, and part of Block H Block H Between Blocks B and C Block C
EXCESS NEEDS		
Social Services	5.6. Food Service School (Disabled people and slow learners) 5.7. Rehab/crisis and development centre 5.8. Parks	5.9. Technical College 5.10. Police Station/Mobile
6. LED	6.1. Gardening	6.2. Car Wash

WARD 10		
1. Water	1.1. House Connections	Micha-View, Itereleng, Mmotong, Green Side, Magaseng, Phiring, Kgola & Kagisanong
2. Electricity	2.1. House Connections 2.2. Apollo Lights and Energizing	Kagisanong & Rockville \ Kagisanong, Rockville, Micha-View & Itereleng
3. Roads and Storm water	3.1. Stormwater 3.2. Speed humps 3.3. Internal Roads	Kgabalatsane Clinic Kgabalatsane Clinic Rd & all dangerous areas to be identified by Ward Councillor Freedom Roads, Mthimkhulu, Motong, 3x Kagisong, 3x Rockville, Phuthing & Lutheran Church Roads
4. Housing	4.1. RDP & PHP Housing 4.2. Formalization of Rural Areas	Micha View, Rockville, Itereleng, Mmotong, Magaseng, Phiring, Phuting, Kgola & Kagisanong Mmotong, Kagisanang & Micha-View

WARD 10 (Cont)		
NEEDS	PROJECTS	AREAS
5. Social Services	5.1. Primary School 5.2. 24 hour clinic & Extension of Mobile Clinic 5.3. Library 5.4. Cemetery 5.5. Rec+reation Park	Rockville, Micha-View, Itereleng & Kagisanong Itereleng, Kagisanong, Micha-View, Rockville & Fencing
EXCESS NEEDS		
Social Services	5.6. School Patrol 5.7. Sport Centre facilities (Rockville, Micha-View, Mmotong, Itereleng & Kagisanong)	

WARD 11		
NEEDS	PROJECTS	AREAS
1. Roads and Storm water	1.1. Access Roads 1.2. Tarring of Internal Roads 1.3. Internal Roads Stormwater 1.4. Speed Humps 1.5. Street Names	Block Ext. 1& 2 Block Ext. 1& 2 Block Ext. 1& 2 Zone 16 Block B Ext. 1& 2, Blocks G I and Zone 16
2. Land and Housing	2.1. RDP Houses 2.2. Development of sites & vacant stands 2.3. Low Cost Housing 2.4. Affordable Houses	Block G, I and Ext. 2 Zone 16 Block I
3. Social Services	3.1. Clinic 24/7 3.2. Technical College & Vocational Education and Training Crisis Centre 3.3. Multi Purpose and Crisis Centre 3.4. Upgrading of Sports Centre adding swimming Facilities 3.5. Primary School	Block B Ext 2 Block G (Next to Lethlabile Mall) Zone 16
4. Electricity	4.1. Upgrading of substation 4.2. Extension of house connections 4.3. Additional High Mast Lights 4.4. Solar Geysers	Blocks G Block G and I, Zone 16 Block G Ext. 2 Block G All sections
5. LED	5.1. Agriculture site 5.2. Game Reserve 5.3. Flea Market 5.4. Tourism (LED) 5.5. Museum (Art, Culture)	
EXCESS NEEDS		
Roads & Stormwater	1.6. Expansion of Provincial Road 1.7. Sidewalks Paving – Block B Ext 1 and 2, Zone 16 and Busi's Creche	
Social Services	3.6. Police Station 3.7. Fire Station	3.8. Community Parks with machinery
LED	5.6. Carwash	
6. Water	6.1. Main pipe from Brits to Letlhabile	

WARD 12		
NEEDS	PROJECTS	AREAS
1. Water	1.1. Bulk Water 1.2. Replacement of Water meters	All sections All sections
2. Roads & Storm water	2.1 Storm water Drainage 2.2 Upgrading of Internal Roads 2.3 Speed Humps 2.4. Side Walk Paving 2.5 Expansion of Provincial Road	All sections All sections All sections All sections From Letlhabile to Brits
3. Land & Housing	3.1. Low Cost & PHP Housing 3.2. Development of New Sites 3.3. Title Deeds	All sections
4. Social & Services	4.1 Community Parks 4.2 Sports Field 4.3 Multi Purpose Centre 4.4 FET College 4.5 Police Station	Zone 4, 7, 8, Block F Block F Zone 15 Zone 15 Zone 15
5. Electricity	5.1 House Connections 5.2 Additional Apollo Lights 5.3 Solar Geyser	All sections Block F All sections
EXCESS NEEDS		
Social & Services	4.6. Court 4.7. Orphanage	
6. LED	6.1 Skills Development 6.2 Agriculture 6.3. Tourism – (Art & Culture, B&B) 6.4. Flea Market	Zone 15, Block F Zone 15 Zone 15 Zone 15

WARD 13		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	1.1. Tarring/Paving of internal roads 1.2. Speed humps	At Internal Road for Phase 2
2. Land and Housing	2.1. RDP Houses 2.2. Acquisition of land for Community, Churches and businesses 2.3. Allocation of empty stands 2.4. Formalization of Informal Settlement	Oukasie
3. Social Services	3.1. 24hrs Clinic 3.2 Upgrading of Cemeteries 3.3. High School 3.4. Sports Facility 3.5. Old Age and Disability Home	Vuka
4. LED	4.1. Agriculture 4.2. Heritage Site 4.3. Youth Employment to maintain storm water drainage 4.4. Market	Oukasie

WARD 13 (Cont)		
NEEDS	PROJECTS	AREAS
5. Electricity	5.1. Expansion of Power Station 5.2. High Mast Lights 5.3. Service point	
EXCESS NEEDS		
Social Services	3.6. Satellite Police Station 3.7. Multipurpose Centre	3.8. Closing of Canal
6. Water and Sanitation	6.1. Upgrading of water Infrastructure 6.2. Upgrading of sewer Infrastructure	

WARD 14		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Formalization of Informal Settlements 1.2. Acquisition of Land for Housing 1.3. RDP Houses 1.4. Title Deeds	All Farm areas, Oukasie Ext. 5, Mosholozhi, Rashoop & Wonderpark
2. Electricity	2.1. Farm Reticulation programme 2.2. Apollo Lights 2.3. House connections 2.4. Household electrification	Mosholozhi, Rashoop and Wonderpark
3. Roads & Stormwater	3.1. Stormwater drainage 3.2. Internal Roads & Streets Paved	Oukasie Ext. 5, Mosholozhi, Rashoop & Wonderpark
4. Water & Sanitation	4.1. Construction of VIP Toilets 4.2. Sewer connection 4.3. House connection 4.4. Water reticulation	Mosholozhi, Rashoop, Oukasie Ext. 5, Informal
5. Social Services	5.6. Multipurpose centre 5.7. Satellite Police Station 5.8. Library	5. Social Services
EXCESS NEEDS		
6. LED	6.1. Agricultural land and farming 6.2. Tourism site	6.3. Skills development & Training 6.4. Chicken poultry

WARD 15		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Paved Roads 1.2. Storm water drainage	Royal Rd and New Stand, Phase 2 entrance, Lesedi Mabatleng
2. Electricity	2.1. High Mast Lights 2.2. House Connections 2.3. Reconnection/maintenance of lights 2.4. New Street lights	3 Extra – Rolling Stars Groud, Itsoseng Phase 1 & Moagi Ext. 5 High Mast Lights for maintenance

WARD 15 (Cont)		
NEEDS	PROJECTS	AREAS
3. LED	3.1. Skills Development Centre 3.2. Business Empowerment	
4. Social Services	4.1. Clinic 4.2. Library 4.3. Park	New Stand & Phase 1 and Phase 2
5. Land & Housing	5.1. Formalization of Rural Areas 5.2. PHP Housing	All Areas
EXCESS NEEDS		
6. Water & Sanitation	6.1. Household Connections 6.2. Sewage Systems	

WARD 16		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Yard Connection 1.2. Sewerage 1.3. Water Pay Point 1.4. Zoning of water network – other wards	For all households Itsoseng and Hebron (Roma Section) Itsoseng & Hebron (Roma Section) Itsoseng & Hebron (Roma Section)
2. Roads & Storm water	2.1. Speed Humps 2.2. Tarred Internal Roads 2.3. Tarred Road 2.4. Storm Water Drainage 2.5. Paving of Roads	Itsoseng Itsoseng High School; Molefe Road to Phase 4 internal Bridge to Phase 5, Cemetery Road 10 km Bus Route in Itsoseng Thom Eddy & road behind Tlhako A Thamaga Primary School
3. Electricity	3.1. House Connections 3.2. High Mast Lights 3.3. Street Lights 3.4. Upgrading of Electricity	Phase 3 Ext, Phase 5 Ext All areas Hlabirwa store, MD Stores, Roman, Phases Ext, Chico Phase 3, Phase 3 Mountain, Phase 3 Ext. Mountain – Itsoseng, 1xRoma, 1xSophie, Mosholozhi
4. Land & Housing	4.1. Title Deeds 4.2. PHP Houses 4.3. Street Names and House No's.	Itsoseng & Hebron (Roma Section) Itsoseng & Hebron (Roma Section)
5. Social Services	5.1. Health Centre (Clinic) 5.2. Multi-Purpose Centre 5.3. Cemetery 5.4. Library 5.5. Sport Grounds	Dineo Crèche / Community Hall at Itsoseng Itsoseng Community Hall Itsoseng Itsoseng Community Hall Phase 4 and Phase 3 Ext

WARD 16 EXCESS NEEDS		
Social Services	5.6. Police Station	
6. LED	6.1.EPWP/CWP 6.2. SMME's	6.3. Complex / Mall

WARD 17		
NEEDS	PROJECTS	AREA
1.Roads & Storm water	1.1. Storm water Drainage 1.2. Tarring of main roads 1.3. Re-gravelling of access roads 1.4. Speed humps	All areas with tarred roads in Mapetla, Ramogodi, Polonia, Mangopeng, Newtown Ramogodi, Polonia Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
2. Land and Housing	2.1. RDP Houses 2.2. PHP Houses 2.3. Formalization of Rural Areas	Mapetla, Ramogodi, Polonia, Mangopeng, Newtown
3. Electricity	3.1. High Mast Lights x10 3.2. House Connections 3.3. Street Lights 3.4. Solar geyser and solar high mast light	
4. Water & Sanitation	4.1. Reservoir 4.2. Sewage system	All outstanding areas in Mapetla, Ramogodi, Polonia, Mangopeng
5. Social Services	5.1. Multipurpose centre 5.2. Mobile Clinic 5.3. Sports facilities 5.4. Disability Centre 5.5. Middle & High Schools	Ramogodi Mapetla, Polonia, Newtown(Blue Birds) Ramogodi Ramogodi & Mapetla
EXCESS NEEDS		
6. LED	6.1 Nursery 6.2 Car wash	6.3. Pig Farming & Poultry

WARD 18		
NEEDS	PROJECTS	AREA
1. Roads & Storm water	1.1. Paving of all access roads 1.2. Regravelling of internal roads 1.3. Gravelling of access roads 1.4. Speed humps	All Areas
2. Water & Sanitation	2.1. Clean Purified tap water 2.2. Maintenance of existing Boreholes 2.3. Meter installations in all Areas 2.4. Bulk Water Supply 2.5. Sewage system	Mmakau, Mangopeng, Seloseshu, New Town, Mashiapere, Thlopane, Block 7, Ramalong, Naledi Futha, Roma and Ninive

WARD 18 (Cont)		
NEEDS	PROJECTS	AREA
3. Land and Housing	3.1. RDP Houses 1000 3.2. PHP Houses 3.3. Formalization of Areas	Mmakau, Mangopeng, Seloseshu, New Town, Mashiapere, Thlopane, Block 7, All areas
4. Social Services	4.1 Clinic 24 hours 4.2. Upgrade of all sports grounds 4.3. Library 4.4. Skills Centre 4.5. Maintenance of recreational facilities	All sections All areas
5. LED	5.1 Skills Development 5.2 Industrial Park 5.3.Car Wash 5.4 Industrial area for skills	
EXCESS NEEDS		
Social Services	4.6. Disability Centre	
6. Electricity	6.1. Yard Connections 6.2. High Mast Lights	

WARD 19		
NEEDS	PROJECT	AREAS
1. Road and Storm water	1.1. Access Roads 1.2. Roads and Storm	Tshwara, Springs, Channelview, Blackrock, Mathathaneng, Mou-mong, Dekroon, Moagi & Newtown
2. Electricity	2.1. High mass light 2.2. Electric connection to Houses	All areas Moagi section (next to Motlhake Primary school area)
3. Water and sanitation	3.1 Sewage system 3.2 Toilets 3.3. Water	All areas
4. Land and Housing	4.1 RDP Houses 4.2 Formalization of Rural Area	All areas
5. Social Services	5.1 Clinic (24/7) 5.2 Police Station 5.3 Ambulance and Fire Vehicle	All areas
EXCESS NEEDS		
6. LED	6.1 Industrial Park (Skills) – All areas	

WARD 20		
NEEDS	PROJECT	AREAS
1. Roads & Storm Water	1.1. Tarring or paving main internal roads 1.2. Proper storm water drainage water network 1.3. Speed Humps 1.4. Street names 1.5. Grading – regravelling, upgrading	Mothotlung, Section (A) Mothotlung, Mothotlung
2. Water & Sanitation	2.1. Additional Reservoir. 2.2. Water installation pipe line to cemetery 2.3. Cement portable toilets at Cemetery 2.4. New water & sanitation network 2.5. Ablution block at cemetery	Mothotlung
3. Land & Housing	3.1. Land 3.2. Title Deeds 3.3. Infrastructure(2500) RDP Houses 3.4. Land for property dev site 3.5. Assessment of RDP	Mothotlung
4. Electricity	4.1. Street lights 4.2. Additional high mast light 4.3. Solar geysers. 4.4. Uplifting of crossing electric cables network 4.5. Electric network upgrading.	Mothotlung Section (A) Mothotlung Section (A) Section (A) Mothotlung, Section (A) Mothotlung,
5. Social Services	5.1. Police Station 5.2. Cement palisade fence at cemetery. 5.3. Paving of internal roads at cemeteries. 5.4. Old Age Home 5.5. Sports Grounds	
EXCESS NEEDS		
5. Social Services	5.6. Development of 24/7 Clinic 5.7. Youth Centre	5.8. Multi Purpose Sports grounds
6. LED	6.1. SMME's Skills Development 6.2. Co-operatives, NGO, youth and women, free registration of SMME's 6.3. SMME Seda training as per 6.2. (grants available from Department Co-operative)	

WARD 21		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	Regravelling of Internal Roads Paving main Internal Roads Proper Stormwater drainage network Stop Sign	Mothotlung Ext. 1 & 2 Damonsville

WARD 21 (Cont)		
NEEDS	PROJECTS	AREAS
2. Water & Sanitation	2.1. Upgrading of Sewerage 2.2. Refurbishment of leaking reservoir	Damonsville Damonsville
3. Electricity	3.1. Additional High Mast Light 3.2. Yard Connections 3.3. Street light maintenance 3.4. Replace underground cable with overhead line 3.5. Network upgrading	Mothotlung Ext. 1 & 2 Damonsville Damonsville X2 Damonsville Mothotlung Ext. 1 & 2
4. Land & Housing	4.1. Land 4.2. RDP Houses 4.3. Title Deeds 4.4. PHP Houses 4.5. Formalizing of Informal Settlements	Mothotlung Ext. 1 & 2 Damonsville & Mothotlung Ext. 1 & 2 Damonsville & Mothotlung Ext 1 & 2, Damonsville Damonsville
5. Social Services	5.1. Taxi Rank 5.2. Upgrading of Library 5.3. Schools High & Primary 5.4. Clinic 5.5. CCTV Camera	Damonsville Damonsville Mothotlung Ext. 1 & 2 Mothotlung Ext. 1 & 2 Mothotlung Ext. 1 & 2
EXCESS NEEDS		
6. LED	6.1. Youth Skills Development Centre 6.2. Hawkers Facilities 6.3. Agricultural Development	6.4. Tourism Business Development 6.5. Business Complex 6.6. EPWP to assist at the roads

WARD 22		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1 Provide housing 1.2 Acquisition of Land for Business sites & Housing 1.3 Affordable housing near Elandsrand	Corri Sanders, Siatlala, Green side Corri Sanders, Siatlala, Green side
2. Roads & Storm water	2.1 Paving of internal roads 2.2 Construction of all access roads 2.3.Speed humps / rumble sticks 2.4 Upgrading of existing roads (including speed humps & side walks) 2.5. Re-gravelling of internal roads where there are no tarred roads	All internal roads that are not tarred Old Oukasie – All roads Robot cnr Van Deventer & Gert Scheepers and between Siatlala and Corrie Sanders Oukasie and Blinkblaar Street in Bodenstein Park Green side all internal roads, Phase 2 & 3
3. Electricity	3.1. High mast lights 3.2. Replacement of corroded electricity Poles 3.3. Replacement of tattered electric boxes in streets	Robot cnr Van Deventer & Gert Scheepers Street, Brits, Green side, Corri Sanders, Phase 3 and Soccer field Blinkblaar Street, Bodenstein Park Bodenstein Park Brits

WARD 22 (Cont)		
NEEDS	PROJECTS	AREAS
4. Water & Sanitation	4.1. Rehabilitation of Existing Sewage System 4.2 Yard connections 4.3 Water Tanks x 3 4.4 Sewage pumps 4.5 Mobile toilets additional	Oukasie Original: G-Side, North Camp and Masenkeng Masepala Phase 3 / Block 5 Brits Corri Sanders
5.Social Services	5.1 Emergency services 5.2 Day care centres 5.3 Library 5.4 Youth dev centre 5.5 Development of Sporting Facility	Next to Library Botlhabelo High School, Block I Primary school, block 1
EXCESS NEEDS		
6.LED	6.1 Agricultural Projects 6.2 Cultural Village 6.3 Poultry Farming	Identified municipal farm next to Oukasie Next to Botlhabelo High school Identified municipal farm next to Oukasie
2. Roads & Storm water	2.6 Storm Water Drainage & Manholes 2.7 Expansion of Road 2.8 Upgrade of Road & Bridge 2.9 Fencing of Danie Street at cul de sac	Old Oukasie Brits to Letlhabile Fruit & Veg till after bridge
5. Social Services	5.6. Complete closure of canal (Green side, Phase 2 & 3) 5.7. Erection of cameras on all outgoing roads 5.8. Traffic control after 17:00 (Traffic signs) 5.9. Formalization of Hawkers (Phase 2 & 3) 5.10. Clinic 5.11. Upgrading of Licensing Centre (RA & DLTC)	

WARD 23		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	1.1. Roads 1.2. Street signs 1.3. Stormwater drains (should be redone and have mesh in front of the drain)	Brug St, Carel St, Central St, Jacaranda Ave, Crocodile St, Tom St, Hajee St, Roshnee Place, Sunrise Rd, Rose Ave, Willow Crescent, Protea Crescent, Daisy St, River Walk St, Park St, Murray Ave, Railway St and Kretchmar St
2. Social Services	2.1. Concrete palisade 2.2. Bus Shelter 2.3. Upgrade of Primindia Town hall 2.4. Upgrade of Primindia sports centre (sports grounds, tennis courts swimming pools, netball courts, picnic area) 2.5. Upgrade of Park	Canal, Jakaranda Ave, Hajee Street Park, Jacaranda Ave opposite Central Primary School Primindia Primindia Sports Centre Hajee Street Park

WARD 23 (Cont)		
NEEDS	PROJECTS	AREAS
3. LED	3.1. Upgrading of Taxi Rank 3.2. Small Town Regeneration 3.1. Formalization, upgrading and refurbishment of hawkers .	Behrens and Pretoria taxi rank Brits CBD and entrance to town Murray Ave, Railway St and Tom St
4. Electricity	4.1. Street lights	Entire Primindia and Lights facing towards river, River Walk St
EXCESS NEEDS		
Social	2.6. Upgrade of Brits Town Hall	

WARD 24		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Yard Connections 1.2. Sewer System 1.3. Stand Pipes 1.4. Boreholes 1.5. Addition of Water Truckers	Sofasonke, Ndlovu & Mashamplani Sofasonke, Ndlovu, Mashamplani & Lekgema Sofasonke, Ndlovu, Mashamplani & Lekgema All Sections
2. Roads & Storm water	2.1. Storm water drainage 2.2. Bus Route Mashamplani 2.3. Construction of a bridge 2.4. Tarring/Reseal of Provincial Road (Oskraal to Klipgat) 2.5. Speed Humps	Entire Ward, Klipgat B & C, Sofasonke, Tophasha Klipgat B & C Ikaneng, Sofasonke, Ndlovu Sofasonke, Ndlovu, Mashamplani & Lekgema
3. Land & Housing	3.1. Acquisition of Land for Tenants & Formallisation Process & Title Deeds 3.2. RDP Houses 3.3. Rural Subsidy Houses 3.4. Industrial Site	Phasha, Ikageng, Ndlovu All Areas All Areas Klipgat B
4.Electricity	4.1. Yard Connections	Ndlovu, Makanyane & Lekgema
5. Social Services	5.1. Clinic 5.2. Community Health Centre with Fence 5.3. Cemetery with Fence 5.4. Building of Fire Station 5.5. Multi-Purpose Centre with Library	Klipgat B & C Klipgat B Klipgat C Klipgat A, B & C
EXCESS NEEDS		
2 Roads & Storm water	2.6. Internal Roads	
5. Social Services	5.6. Taxi Rank 5.7. Park	
6. LED	6.1. WIFI Connections 6.2. Agriculture 6.3. Poverty Alleviation Programme & EPWP 6.4. Skills Development	6.5. Car Wash 6.6. Rehabilitation Centre 6.7. Food Parcels for Orphans

WARD 25		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Low Cost & Economic Houses (RDP & PHP) 1.2. Acquisition of Title Deeds 1.3. Acquisition of Land for Housing/ Industrial 1.4. Site & Graveyard 1.5. Upgrading of cemeteries	Bokfontein, Bapong Bokfontein Bokfontein Bapong
2. Roads & Storm water	2.1. Upgrading of storm water drainages 2.2. Tarring of Main Roads & bus route 2.3. Speed humps & road signs 2.4. Paving of Roads	Bapong Bokfontein Bokfontein, Zandfontein, Bapong Bokfontein & Bapong
3. Electricity	3.1. Installation of household electrification 3.2. Upgrading & Construction of Sub Stations 3.3. High Mast Lights x 36 3.4. Street lights	Legalaopeng, Bokfontein, Skoolplaas Bapong Legalaopeng, Bokfontein, Newtown,
4. Water & Sanitation	4.1. Yard Connections 4.2. Water Reticulation 4.3. Construction of Water Borne Toilets 4.4. Borehole with tanks	Legalaopeng, Newtown, Skoolplaas, Oustad Legalaopeng, Newtown, Skoolplaas, Oustad Legalaopeng, Bokfontein, Newtown, Oustad Legalaopeng Bokfontein, Newtown, Oustad
5. Social Services	5.1. Construction of Clinic 5.2. Satellite Police Station 5.3. Pensioners Pay Point 5.4. Construction of School	Bokfontein Bokfontein, Bapong Bokfontein Bokfontein
EXCESS NEEDS		
6. LED	6.1. Job Creation 6.2. Skills Development 6.3. Agricultural Projects 6.4. Detergent Project (soap)	6.5. Skills Development Centre 6.6. Library 6.7. Recreation Centre 6.8. Youth development (sports & culture)

WARD 26		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Acquisition of Land 1.2. RDP Houses 1.3. Land for Churches	Wonderkop and Ext 2
2. Roads & Storm water	2.1. Paving of Internal Roads 2.2. Storm Water Drainage 2.3. Patching of Potholes 2.4. Repair of Road	Wonderkop and Ext 2 Segwaelane to Wonderkop Primary School
3. Electricity	3.1. Energizing of Apollo Lights 3.2. Expansion of Sub-Station	Wonderkop and Ext 2
4. LED	4.1. Skills Development and Training 4.2. Brick Making Project	Wonderkop and Ext 2

WARD 26 (Cont)		
NEEDS	PROJECTS	AREAS
5. Water & Sanitation	5.1. Sewerage System (Lonmin approached the community and said they can utilize their system)	Wonderkop and Ext. 2
EXCESS NEEDS		
6. Social Services	6.1. 24 hr Clinic 6.2. Taxi rank not completed 6.3. Security in Wonderkop School (Rakgatla)	6.4. Fencing of cemetery 6.5. Library 6.6. Police Station

WARD 27		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water Borne Toilets 1.2. Water Yard Connections	Bokamoso, Loekeng
2. Roads & Stormwater	2.1. Paving of internal roads & side walks 2.2. Sealing of potholes	Bokamoso, Loekeng Mooinooi
3. Social Services	3.1. Cemetery 3.2. Clinic	All Areas
4. Land & Housing	4.1. Speeding up development process 4.2. Formalization	Portion 34 Bokamoso Bokamoso
5. Electricity	5.1. High Mast Lights 5.2. Street Lights	Extension 13 Mooinooi, Bokamoso, Loekeng
EXCESS NEEDS		
6. LED	6.1. Skills Development Centre 6.2. Agricultural Projects	

WARD 28		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Toilets at Cemeteries 1.2. Water Connections 1.3. Toilets at Taxi Rank	All Areas
2. Roads & Stormwater	2.1. Tarring of Bus Road 2.2. Paving of Internal Roads 2.3. Speed Humps and Road Signs 2.4. Backfilling of Internal Roads 2.5. Bridge and culvert	Bapong and Sjandav All roads
3. Electricity	3.1. High Mast Lights 3.2. House Connections	All Areas Bapong
4. Land & Housing	4.1. Land Acquisition 4.2. Housing Formalization 4.3. RDP Houses	All Areas

WARD 28		
NEEDS	PROJECTS	AREAS
5. LED	5.1. Skills Development 5.2. Cattle Camp 5.3. SMME's 5.4. Agriculture	5. LED
EXCESS NEEDS		
6. Social Services	6.1. Police Station 6.2. 24 hrs Clinic 6.3. Multipurpose Centre	6.4. Youth Centre 6.5. Sports, Art & Culture

WARD 29		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1 Acquisition and Development of Land 1.2. PHP Houses 1.3. RDP Houses	All Areas Poland (CPA) Shamburg, Orange Farm & Sangiro
2. Water & Sanitation	2.1. Boreholes with tanks (Magalies Water to provide) 2.2. Upgrade of current water pipes 2.3. Water Tankers 2.4. Bulk Pipeline	All Areas All Informal settlements
3. Electricity	3.1. Electricity Installation 3.2. Upgrading of current infrastructure 3.3. Apollo Lights	Sangiro and Orange Farm All Areas Shamburg & Poland
4. Social Services	4.1. 24h Clinic 4.2. Multipurpose & Skills Development Centre	All Areas All Areas
5. LED	5.1. Job Creation (Business empowerment, small business establishment) 5.2. Skill Development (Training on Tourism)	All Areas
EXCESS NEEDS		
6. Roads & Storm water	6.1. Upgrade of road 6.2. Speed humps 6.3. Regravelling of road 6.4. Tarred road	Kommandonek, Kosmos & Poland All areas Shamburg, Sangiro, Hartbeeshoek & Skeerpoort, Skeerpoort to Broederstroom, Kosmos

WARD 30		
NEEDS	PROJECTS	AREAS
1. Roads & Storm water	1.1. Upgrading/Tarring /Sealing of all roads 1.2. Pavement of pathways for pedestrians 1.3. Speed humps on R514 1.4. Upgrade and construction of curbing, storm water drainage system and litter traps 1.5. Tarring of road (S66)	Whole Ward Refentse & Ten Rooms R511 – Ifafi, Melodie and Meerhof Meerhof/Ifafi Rd Ten Rooms
2. Water & Sanitation	2.1. Upgrading of water pipes 2.2. Upgrading of sanitation pipes 2.3. Fencing of Sewage Plant 2.4. Upgrading of sewage plant 2.5. Upgrade and install of water meters	Whole Ward Refentse Sunway Village Rietfontein Whole Ward
3. Social Services	3.1. Upgrading of Clinic building 3.2. Mobile Clinic 3.3. Skips for waste and weekly removal 3.4. High School 3.5. Community Hall	Schoemansville Sunway Village Ten Rooms, Refentse & Sunway Village Sunway Village
4. Electricity	4.1. Cut trees in Town overhead cables 4.2. Erecting of high mast lights 4.3. New Substation & backup system as per feasibility study 4.4. Electricity on R513	Meerhof, Ifafi and Melodie Refentse & Sunway Village Ifafi Sunway Village & Refentse
5. Land & Housing	5.1. Phase 2 of Sunway Village need to be implemented with services 5.2. Removal and relocation of illegal squatters at 10 Rooms	
EXCESS NEEDS		
Roads & Stormwater	1.6. Broaden Road Between Melodie and Jasmyn	
Water & Sanitation	2.6. Additional reservoir in Meerhof (at least 10 m/l)	
Social Services	3.6. Complete closure of canal 3.7. Erection of cameras on all outgoing roads 3.8. Traffic control after 17:00 (Traffic signs)	

WARD 31		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Land Acquisition for housing & cemetery 1.2. PHP & RDP Houses	Portions 28 & 29 Buffelsfontein farm 465 JQ, Modderspruit All areas
2. Roads & Storm water	2.1. Paving of main internal roads 2.2. Re-graveling of internal roads	From R104 to Sereopark, Majak-neng, Old road to the mortuary All areas

WARD 31 (Cont)		
NEEDS	PROJECTS	AREAS
3. Social Service	3.1. Construction of new cemetery 3.2. Upgrading of sports field 3.3. Fencing of existing cemeteries 3.4. Technical High School 3.5. Community park	To the required land Phase 2 Modderspruit Modderspruit
4. Water & Sanitation	4.1. Infrastructure Development 4.2. House connections 4.3. Proper Sewer System	Katlegong Ext All areas from Safropa Mangoes, Sereo Park All areas
5. Electricity	5.1. Infrastructure Development 5.2. House Connections 5.3. High Mast Lights (Increase)	Nkandla and Malema View Katlegong All areas: 3 Safropa, 2 Mangoes, 1 Skierlik, 1 Sereo-park & 1 Thabeng
EXCESS NEEDS		
6. LED	6.1. Skills Development 6.2. Entrepreneurial Skills	
3. Social Service	3.6. Multipurpose Centre	

WARD 32		
NEEDS	PROJECTS	AREAS
1. Roads & Storm Water	1.1. Main Road 1.2. Paving of Internal Roads	Mshengu All Areas in Ward
2. Electricity	2.1. Apollo Lights (20) 2.2. House Connections	Segwaelane
3. Water & Sanitation	3.1. Toilets 3.2. Upgrading of Reservoir 3.3. Pressure Pumps	Segwaelane
4. Land & Housing	4.1. RDP Housing 4.2. Title Deeds	Segwaelane Skoonplaas
5. Social Services	5.1. 24h Operational Clinic 5.2. Taxi rank	5. Social Services
EXCESS NEEDS		
6. LED	6.1. EPWP Program – All Areas	

WARD 33		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Land Acquisition 1.2. Formalizing Townships (Erven and streets) 1.3. Formalizing / secure land tenure 1.4. Formalizing housing typology (RDP & PHP Houses)	Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn
2. Water & Sanitation	2.1. Proper water and sanitation networks 2.2. Upgrade of sewer plant 2.3. Drilling of Boreholes 2.4. Installation of VIP toilets 2.5. Water tanks	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Schoemansville, Part of Melodie A/H, Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn
3. LED	3.1. Depending of hierarchy of roads within formalized townships (Dirt roads, Gravel roads, Tar roads) 3.2. Rehabilitation and reseal of all roads 3.3. Proper storm water drainage and Curbing 3.4. Speed humps, warning signs and height restriction 3.5. Erection of new traffic signs	Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn, Schoemansville, Part of Melodie A/H Wawiel, Mahantjie, Shieling, Zandfontein, Schoemansville and Part of Melodie A/H Schoemansville and Part of Melodie A/H, Damdoryn, Schoemansville and Part of Melodie A/H Schoemansville and Part of Melodie A/H
4. Electricity	4.1. Yard Connections 4.1. Upgrade of network 4.2. High Mast Lights 4.3. Upgrade Street lighting	Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn, Schoemansville and Part of Melodie A/H
5. Social Services	5.1. Mobile/Permanent Clinics 5.2. Upgrading of existing Clinic 5.3. Taxi / Bus Ranks 5.4. Sport Facilities 5.5. Day care centres, Primary and High School	Wawiel, Mahantjie, Shieling, Zandfontein and Damdoryn Schoemansville Damdoryn Hartbeespoort Sports Grounds, Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn Wawiel, Mahantjie, Shieling, Zandfontein, Damdoryn

WARD 33 EXCESS NEEDS		
6. Public Safety	6.6. Upgrade waste removal 6.7. Upgrade Public Transport facilities 6.8. Mobile Police Station	6.9. Traffic Calming within road reserves 6.10. Daily traffic law enforcement 6.11. Upgrade / maintenance of Fire Hydrants
7. LED	7.1. Sustainable Job Creation via the use of local labor instead of labor from the outside area 7.2. Skills development / formal training centers (operational daily)	

WARD 34		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Sanitation 1.2. Prepaid water meters 1.3. Bulk Pipe 1.4. Refurbishment Boreholes	Shakung, Moiletswana, Madinyane, Baikagedi, Ramogatla, Letlhakaneng, Rietview, Dimpongpong Shakung, Moiletswana, Madinyane, Baikagedi, Ramogatla, Letlhakaneng, Rietview, Dimpongpong Ramogatla, Malerato
2. Roads & Stormwater	2.1. Tarring of Road 2.2. Upgrading & Re-gravelling Internal Roads 2.3. Road signs (bridge and curves) 2.4. Upgrading of Provincial Roads &	Road D602 Shakung, Moiletswana, Dipompong Moiletswana, Shakung, Dipompong Moiletswana and Mmulakgoro Rietview, Letlhakaneng
3. Land & Housing	3.1. PHP Houses 3.2. Formalization 3.3. RDP Houses	All Areas Malerato, Rietview, Dipompong, Madinyane, Shakung, Moiletswana
4. Electricity	4.1 Apollo Lights 4.2. Building & Upgrading of New Substation 4.3 Electricity Extension	Shakung, Madinyane, Moiletswana, Dipompong, and one at each school, Madinyane Malerato Extension
5. Social Services	5.1 Clinic 5.2 Upgrading of cemeteries 5.3 Hospice with VIP toilets 5.4 Post office 5.5 Schools	Letlhakaneng, Madinyane Ext, Dimpompong, Madinyane, Moiletswana, Shakung, Letlhakaneng, Madinyane Ext, Dimpompong, Madinyane, Moiletswana, Shakung, Letlhakaneng, Shakung Shakung, Letlhakaneng, Moiletswana, Malerato and Rietview
EXCESS NEEDS		
6. LED	6.1. Farming Activities	
Social Services	5.6. Community Hall - Letlhakaneng 5.7. Construction of Parks	5.9. Old Age Home 5.10. Disability Care Centre

WARD 35		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1 Boreholes 1.2 Jojo Tanks 1.3 Yard connection 1.4 Mini Reservoir	Oskraal, Rabokala, Kgablatsane Green side, Oskraal, Rabokala All areas Oskraal, Rabokala
2. Roads & Stormwater	2.1 Storm water Drainage 2.2 Re-tarring of main road 2.3. Speed humps 2.4. Tarred link road 2.5. Upgrading of Road (2 km) to be paved/ tarred	All areas Oskraal 2604, Rabokala Road All areas Between Okraal and Rabokala Kgabalatsane Morolong Interval rd, Oskraal, Rabokala
3. Land & Housing	3.1. PHP houses 3.2. Land acquisitions for housing & cemetery 3.3. RDP houses 3.4 Formalisation of Rural Areas 3.5 Land for Affordable Houses	Oskraal (250), Rabokala (500), Morolong Sect, Kgablatsane (500), Thetele (250), Switch (200), Rankotea (150), Ntswapilong (100) All areas All areas Oskraal, Rabokala, Morolong Sect, Kgablatsane Thetele, Rankotea &
4. Electricity	4.1 Extentions 4.2 House connections 4.3 High mast lights 4.4. Solar Geysers	All areas All areas All areas All areas
5. Social Services	5.1. Crime prevention 5.2 Schools 5.3 Clinic 5.4 Library 5.5 Crèche	All areas All areas Oskraal, (need upgrading & 24 hrs service Rabokala) All areas All areas
EXCESS NEEDS		
6. LED	6.1 Vegetable Gardens – All areas 6.2 Cattle farming – All areas 6.3 Chicken Farming – All areas 6.4 Goat Farming – All areas	6.5 Tourism Site/ Eco Tourism 6.6 Shopping Mall – All areas 6.7 Irrigation Systems 6.8 Old age home – All areas
2. Roads & Stormwater	2.6 Upgrading of 8.5 km road linking Rabokala & Oskraal 2.7 Paving of Roads at school and clinic	
5. Social Services	5.6 Youth dev centre 5.7 Park/ Sports Ground - All areas 5.8 Hall - All areas	

WARD 36		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Water supply 1.2. Audit in all projects	Klipgat
2. Electricity	2.1. High Mast Lights 2.2. Street lights 2.3. Budget for maintenance	Klipgat
3. Roads & Storm water	3.1. Storm water drainage 3.2. Construction of bridge 3.3. Pavement of Internal Roads 3.4. Speed Humps	Klipgat
4. Land & Housing	4.1. Formalization 4.2. Title Deeds 4.3. RDP Houses	Klipgat Klipgat1
5. Social Services	5.1. Community Health Care (mobile clinic) 5.2. Library access to free Wi-Fi 5.3. Fire Station (meanwhile a fire tanker) 5.4. Parks	Klipgat
EXCESS NEEDS		
5. Social Services	5.6. Police Patrol	
6. LED	6.1. Capacity Building (Skills Development) & Recycling 6.2. Youth Projects 6.3. SMME's Development –	6.4. Agricultural Projects 6.5. Heritage & Museum 6.6. Hawkers Pavillion

WARD 37		
NEEDS	PROJECTS	AREAS
1. Electricity	1.1. Electrification 1.2. High Mast Lights 1.3. Maintenance of existing High Mast Lights	2010, Hillside, Langalibalele All Section
2. Water & Sanitation	2.1. Yard Connection 2.2. Sewer System 2.3. Stand Pipe 2.4. Boreholes	2010, Hillside, Langalibalele Ikaneng, 2010, Hillside, Langalibalele & Klipgat Hillside, 2010, Langalibalele All Section

WARD 37 (Cont)		
NEEDS	PROJECTS	AREAS
3. Roads & Storm water	3.1. Stormwater Road 3.2. Regravelling of Roads 3.3. Paving of Internal Roads 3.4. Stormwater Drainage 3.5. Maintenance of Stormwater & Roads	Klipgat, Ikageng, 2010, Langalibalele and Hillside All Section All Section Klipgat Klipgat
4. Land & Housing	4.1. Formalization\	Ikaneng, 2010, Hillside, Langalibalele, John Dube Klipgat All Sections Klipgat, Ikaneng Section
5. Social Services	5.1. 24h Clinic 5.2. Fire Station 5.3. Park	Klipgat
EXCESS NEEDS		
6. LED	6.1. Youth Programme 6.2. Agricultural Project 6.3. Building Skills Development and Recycles	6.4. SMME Development 6.5. Heritage Museum

WARD 38		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Township Development of Plots 1.2. Finalization of Informal Settlement 1.3. RDP Houses 1.4. Affordable Stands (5,000 stands/ houses)	Oskraal Block H Block H, Plots Oskraal Block H, Nootgedacht Plot JQ 242
2. Electricity	2.1. Solar Geysers 2.2. High Mast Lights	Centreville Plots Oskraal
3. Roads & Storm water	3.1. Upgrade of Internal Roads 3.2. Speed Humps 3.3. Regravel Roads	Mohlasedi, Maqakamba, Motaung, Selome, Mahlangu, and Motau streets (10 km of internal roads) Block E and F and Plots Oskraal Block E and F and Plots Oskraal
4. Social Services	5.1. High School 5.2. Clinic 5.3. Sport Facilities 5.4. Community Hall	Block E and F
5. Water & Sanitation	5.1. Boreholes 2.2. Jojo Tanks	Blocks E and F, Plots Oskraal Plots Oskraal
EXCESS NEEDS		
6. LED	6.1. Creation of employment through cleaning of manholes and streets, Youth projects to address drugs (naupe)	

WARD 39		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. RDP Houses (2,500) 1.2. Formalizing of informal settlements 1.3. Development and allocation of stands 1.4. Land Transfer and Title Deeds 1.5. Allocation of Church Stands	Mamogalieskraal and Vuka Section Elandsrand
2. Electricity	2.1. Legal connections 2.2. Replace underground cabling with overhead Line 2.3. Lighting of parks and streets 2.4. Additional lighting	Elandsrand, Mamogalieskraal and Vuka Section
3. Water & Sanitation	3.1. Upgrading of sewerage/ sanitation 3.2. Supply of Water	Vuka Section All Areas
4. Roads & Storm water	4.1. Building of Roads & Sidewalks 4.2. Gravelling and repaving of internal roads 4.3. Building of stormwater drains 4.4. Upgrading of existing drains	Mamogalieskraal and Vuka Section
5. Social Services	5.1. High School 5.2. Library 5.3. Rehabilitation Centre 5.4. Sports facilities	Elandsrand, Mamogalieskraal and Vuka Section
EXCESS NEEDS		
6. LED	6.1. Youth Skills Development Centre 6.2. Hawkers Facilities 6.3. Agriculture Development	6.4. Tourism Business Development 6.5. Business Complex 6.6. Transfer Station

WARD 40		
NEEDS	PROJECTS	AREAS
1. Land & Housing	1.1. Transfer to Madibeng 1.2. RDP & PHP Houses 1.3. Formalization of Informal Settlements 1.4. Upgrading of cemeteries	Sonop Regorogile, Sonop, Segwaelane, Khalamtwana Khalamtswana, Farm area, Regorogile, Pansdrift Sonop, Farm Area
2. Electricity	2.1. Household Electrification 2.2. High mast lights (14) 2.3. House wiring	Regorogile Phase 2, Farm area, Segwaelane, Sonop, Khalamtwana Regorogile, Sonop, Segwaelane, Khalamtwana, Sonop

WARD 40 (Cont)		
3. Roads & Storm water	3.1. Upgrading of stormwater drainages 3.2. Regravelling and paving of internal Roads and Speed Humps 3.3. Tarring of Provincial roads (D1262)	Sonop, Segwaelane, Regorogile, Khalamtwana Sonop, Segwaelane, Regorogile, Khalamtwana, Pansdrift/ Rooikoppies Greenstore, Rooikoppie, Kareepoort
4. Water & Sanitation	4.1. House connections 4.2. Revamping of sewer 4.3. Water reticulation	Regorogile, Sonop, Segwaelane, Khalamtwana Sonop Regorogile, Segwaelane, Khalamtwana
5. Social Services	5.1. English medium school 5.2. Rehabilitation centre for drug users 5.3. Community Hall 5.4. Street Cleaning (EPWP/CDW) 5.5. Sport Facilities	Sonop, Khalamtwana Regorogile, Sonop 1, Segwaelane, Khalamtwana
EXCESS NEEDS		
6. LED	6.1. Tourism site – “Legae la rona” and Apartheid Museum 6.2. Job Creation - Toilet making, Brick making, Welding, Piggery, Chicken Farm, Community Bakery, Food, security garden, Car wash and Agriculture and Farming project. 6.3. Skills Development Program 6.4. Market	
Social Services	5.6. Upgrading of ablution block, building of class rooms and fencing 5.7. School hall at Pansdrift and Sonop Primary Schools 5.8. Revamping of Community crèche at Segwaelane 5.9. Feeding Scheme for Eldery/ Disabled - Sonop, Khalamtwana, Segwaelane – Tebogo Primary School 5.10. Building of new Clinic at Sonop	

WARD 41		
NEEDS	PROJECTS	AREAS
1. Water & Sanitation	1.1. Rehabilitation of Existing Sewage System 1.2. Yard Connection	All Sections
2. Electricity	2.1. Household Connection 2.2. High Mast Lights (increase)	Moseja, Beverley Hills, Block E, Motseng and Midas
3. Roads & Stormwater	3.1. Regravelling & paving of Internal Roads 3.3. Stormwater drainage	All Sections Molefe Makinta Highway
4. Land & Housing	4.1. PHP Housing 4.2. Fencing of Cemetery	All Sections Block E
5. Social Services	5.1. Mobile Clinic 5.2. Sports Facilities	All Sections Block E & Moseja
EXCESS NEEDS		
6. LED	6.1. Agricultural Projects – All Sections	

OUTCOME OF WARD PRIORITY NEEDS:

RANKING	NEED	NO OF WARDS
Priority 1	Water and Sanitation	16
Priority 2	Roads and Stormwater	15
Priority 3	Electricity	10
Priority 4	Land and Housing	12
Priority 5	Social Services	22
Priority 6	Local Economic Development	25

DETERMINATION OF REVIEWED MUNICIPAL WIDE NEEDS

At an IDP Representative Meeting held on 19 November 2019 the following needs were determined as Municipal Wide Needs

- Priority 1 : Water and Sanitation
- Priority 2 : Roads and Stormwater
- Priority 3 : Electricity
- Priority 4 : Land and Housing
- Priority 5 : Social Services

ANALYSIS OF WARD PRIORITY NEEDS

	Water & Sanitation	Roads & Stormwater	Electricity	Land & Housing	Social Services	LED
Priority 1	1, 2, 3, 4, 6, 8, 10, 12, 16, 24, 27, 28, 34, 35, 36, 41	5, 9, 11, 13, 15, 17, 18, 19, 20, 21, 23, 30, 32	37	7, 14, 22, 25, 26, 29, 31, 33, 38, 39, 40,		
Priority 2	5, 7, 9, 18, 20, 21, 29, 30, 33, 37	1, 2, 4, 6, 12, 16, 22, 24, 25, 26, 27, 28, 31, 34, 35	10, 14, 15, 19, 32, 36, 38, 39, 40, 41	8, 11, 13, 17,	3, 23,	
Priority 3	19, 32, 39,	3, 7, 10, 14, 36, 37, 38, 40, 41	2, 8, 16, 17, 21, 22, 25, 26, 28, 29	9, 12, 18, 20, 24, 34, 35,	1, 4, 5, 6, 11, 13, 27, 30, 31,	15, 23, 33,
Priority 4	14, 17, 22, 25, 31, 40,	8, 39,	1, 3, 6, 7, 9, 11, 20, 23, 24, 30, 33, 34, 35	2, 5, 10, 16, 19, 21, 27, 28, 32, 36, 37, 41	12, 15, 18, 29, 38,	4, 13, 26,
Priority 5	26, 38,		12, 13, 27, 31,	1, 3, 4, 6, 15, 30, 36,	8, 9, 10, 14, 16, 17, 19, 20, 21, 22, 23, 24, 25, 32, 33, 34, 35, 36, 37, 39, 40, 41	2, 5, 7, 11, 18, 28, 29,
Priority 6	11, 13, 15,	29,	4, 5, 18,		2, 7, 26, 28,	3, 8, 9, 12, 14, 16, 17, 19, 20, 21, 22, 24, 25, 27, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41

MUNICIPAL VISION, MISSION AND VALUES

Definition of a Vision:

A vision statement can be explained as a picture of your company in the future. The vision statement should be your inspiration, the framework for all your strategic planning and ultimately an aim to work towards. It is the answer to the question: "What do we want to achieve?" The Vision is a long term commitment and has to be realistic in the sense that it should be achievable.

The Local Municipality of Madibeng has reviewed its Vision and Mission at the IDP Representative Forum Meeting of the 11 March 2015

VISION

"MADIBENG, THE PROSPEROUS PLATINUM AND GREEN TOURISM CITY"

The Madibeng vision building blocks;

PROSPEROUS	economically healthy and growing
GREEN	agriculture; natural beauty; water
PLATINUM	high value resource; mining

Reposition, Rebranding and Renewal

The 5th Administration introduced new policy initiatives to fast track service delivery to the people of Bokone Bophirima. The RRR is anchored on five concretes which is aligned with the Municipal Vision in order to achieve green tourism city.

Difference between Vision and Mission:

The Vision statements is based on the future state of a company, whilst the Mission statement is focusing on the present state of the company

Definition of a Mission Statement

A mission statement expresses the company's purpose for those in the organization as well as for the public.

MISSION

"WE, THE MADIBENG LOCAL MUNICIPALITY, ARE COMMITTED TO STRIVE TO REMAIN ACCOUNTABLE IN RENDERING AFFORDABLE QUALITATIVE AND SUSTAINABLE SERVICES TO OUR COMMUNITY IN LINE WITH OUR CONSTITUTIONAL OBLIGATIONS"

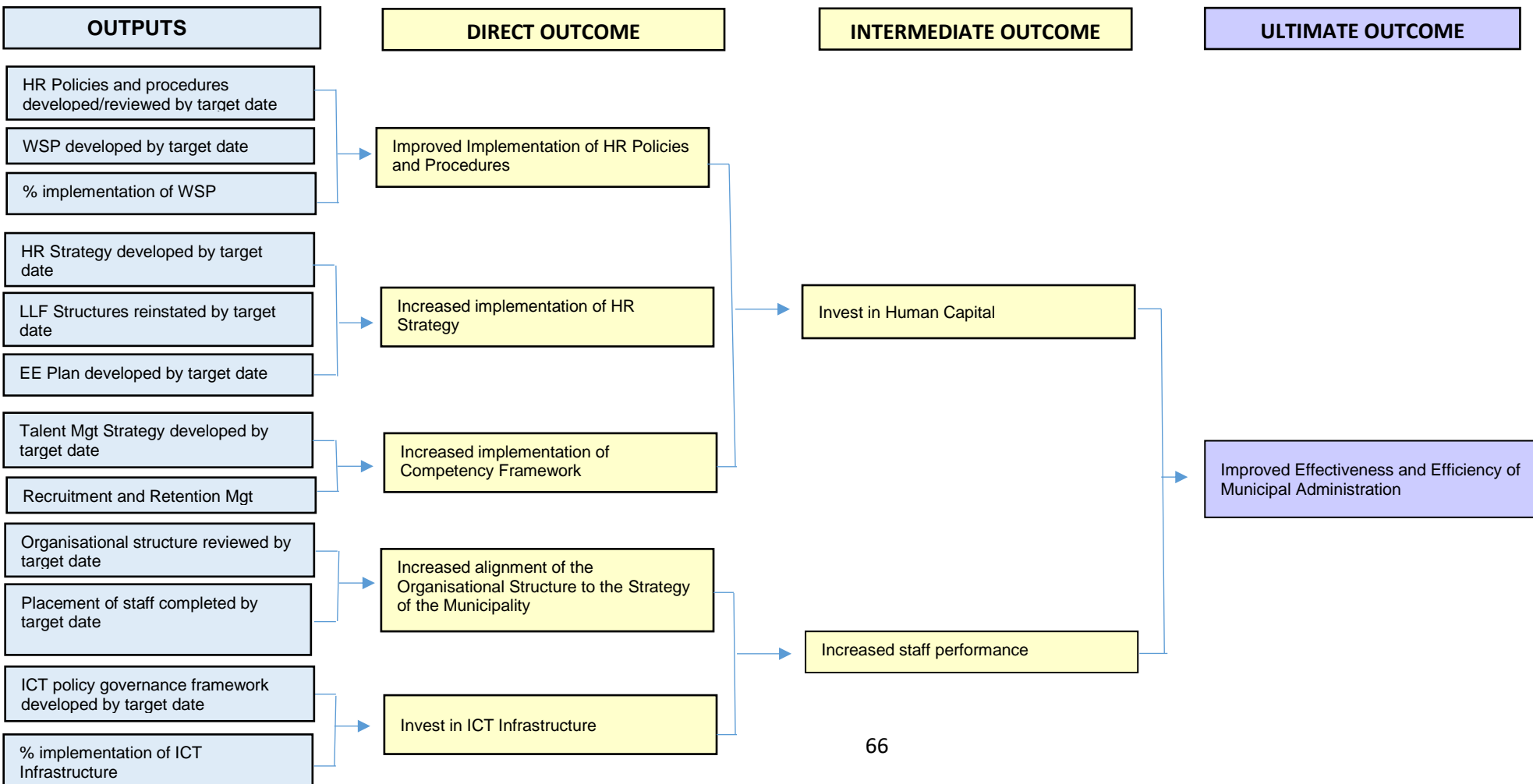
VALUES

TRANSPARENCY	(openness, honesty; information sharing and availability; clarity)
DISCIPLINE	(legal, moral and ethical self control; accountability for responsibilities)
INTEGRITY	(commitment, respect, true to self and even in absence of others)
ACCESSIBILITY	(to councilors, managers, facilities, services and information)
ACCOUNTABILITY	(responsibility)
PROFESSIONALISM	(time management, image and conduct)
VALUE FOR MONEY	(worthwhile; fair exchange)
COMMUNICATION	(quality information, timeously and in the right

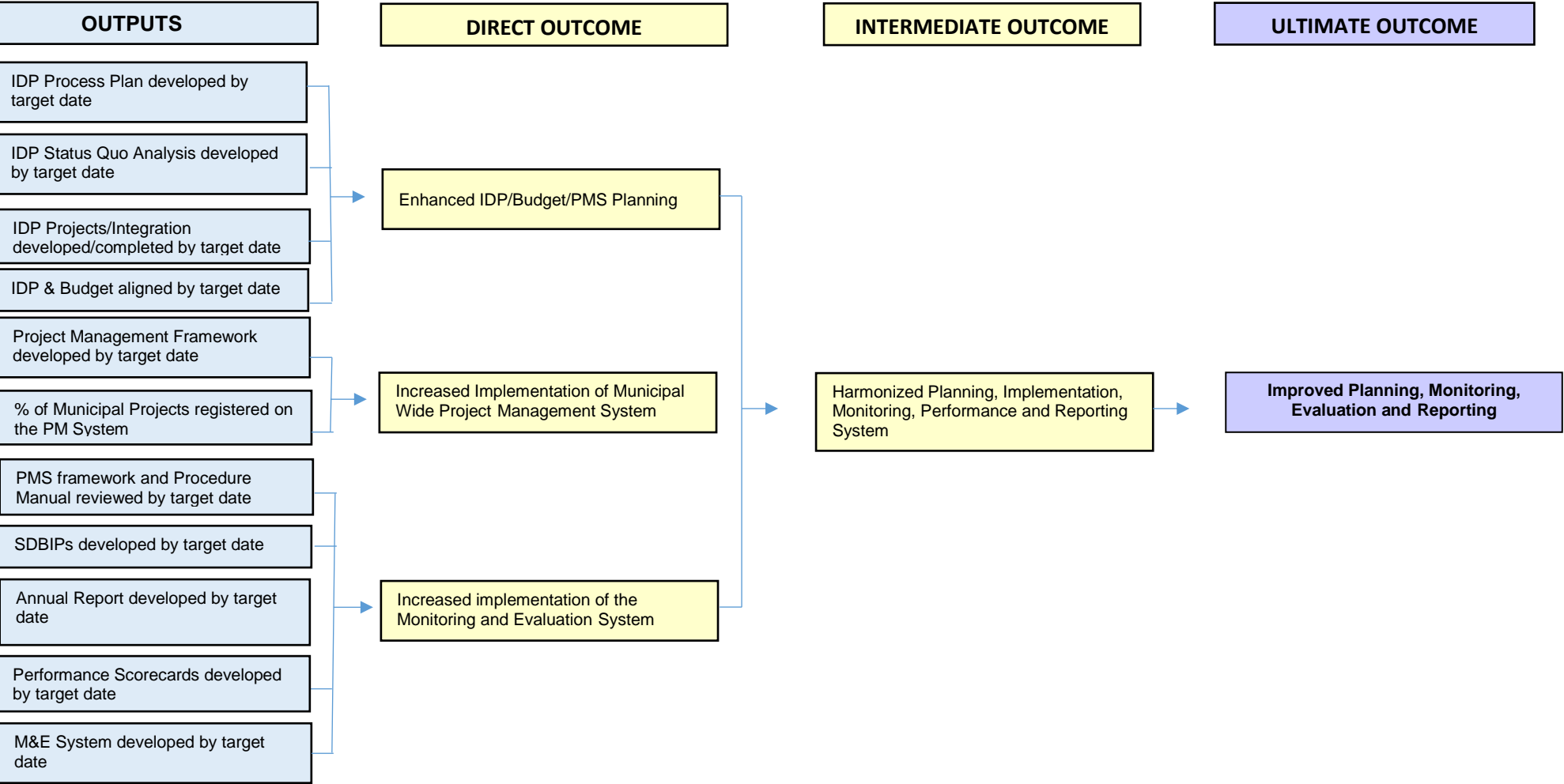
STRATEGIC OBJECTIVES

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Problem Statement Ineffective institution environment that led to poor corporate service, non-alignment of planning processes, non-compliance with regulations, poor monitoring, evaluation and reporting

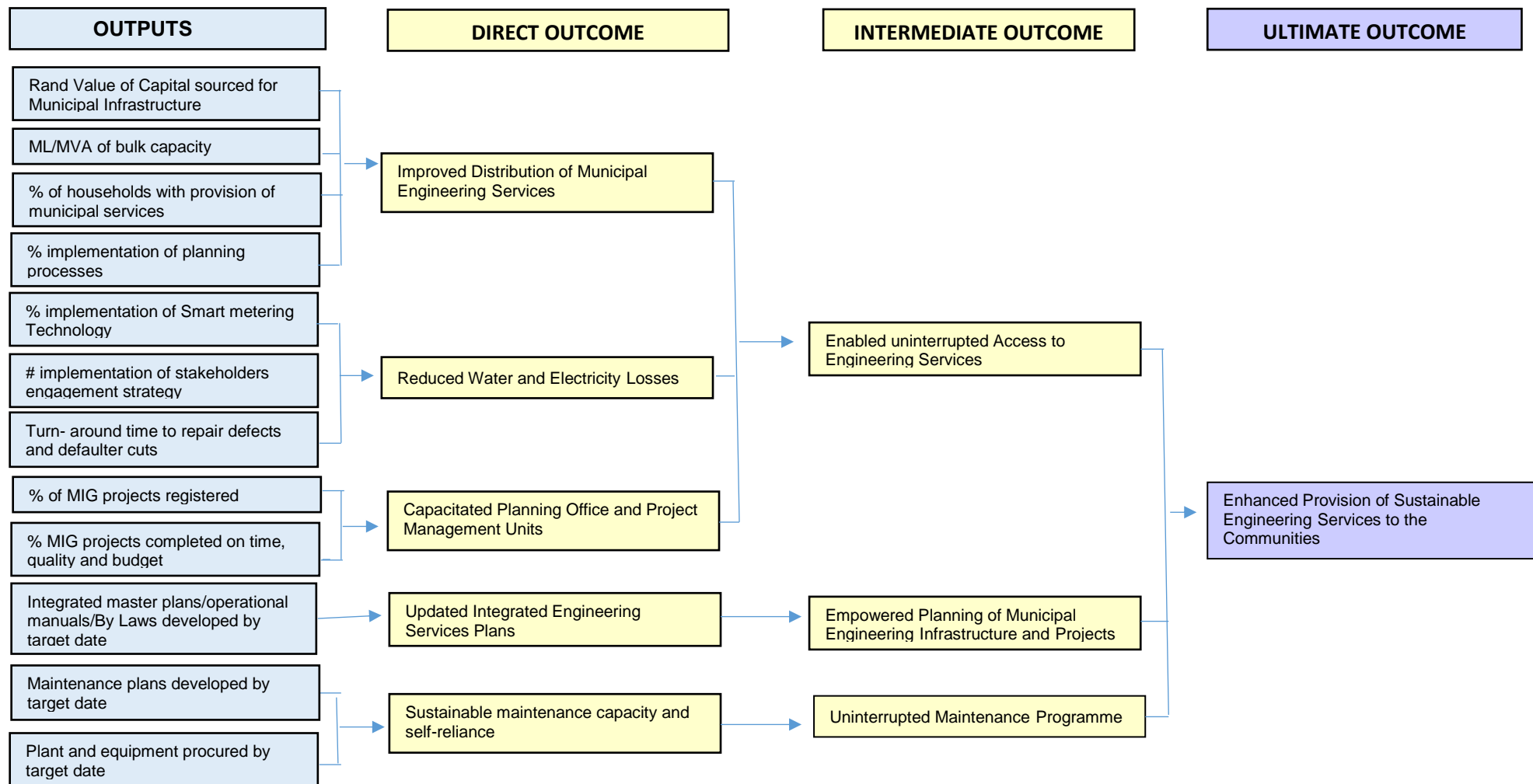


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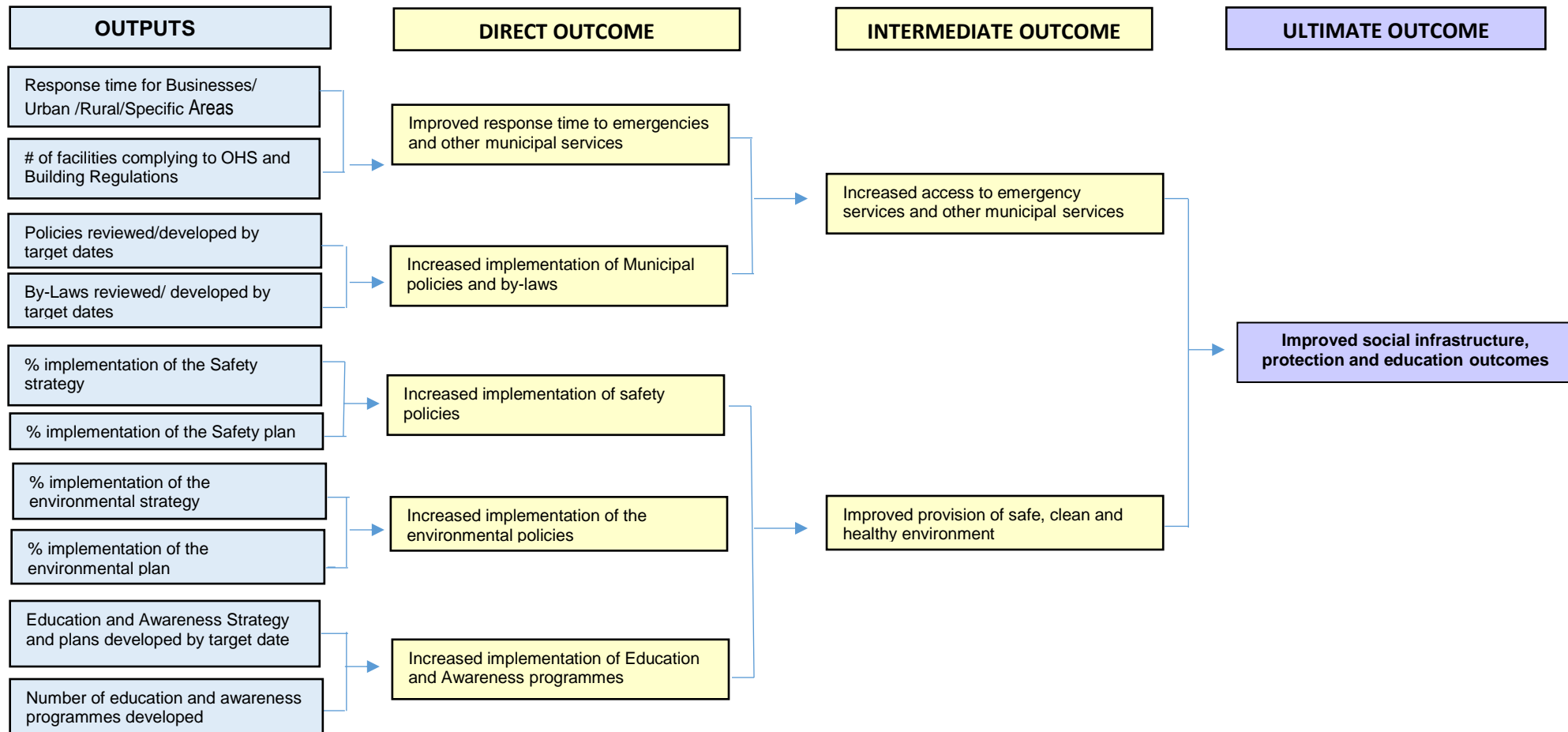


BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Problem Statement: Inadequate and ineffective infrastructure due to poor leadership resulting in poor service delivery, rapid deterioration of infrastructure and increased civil disobedience

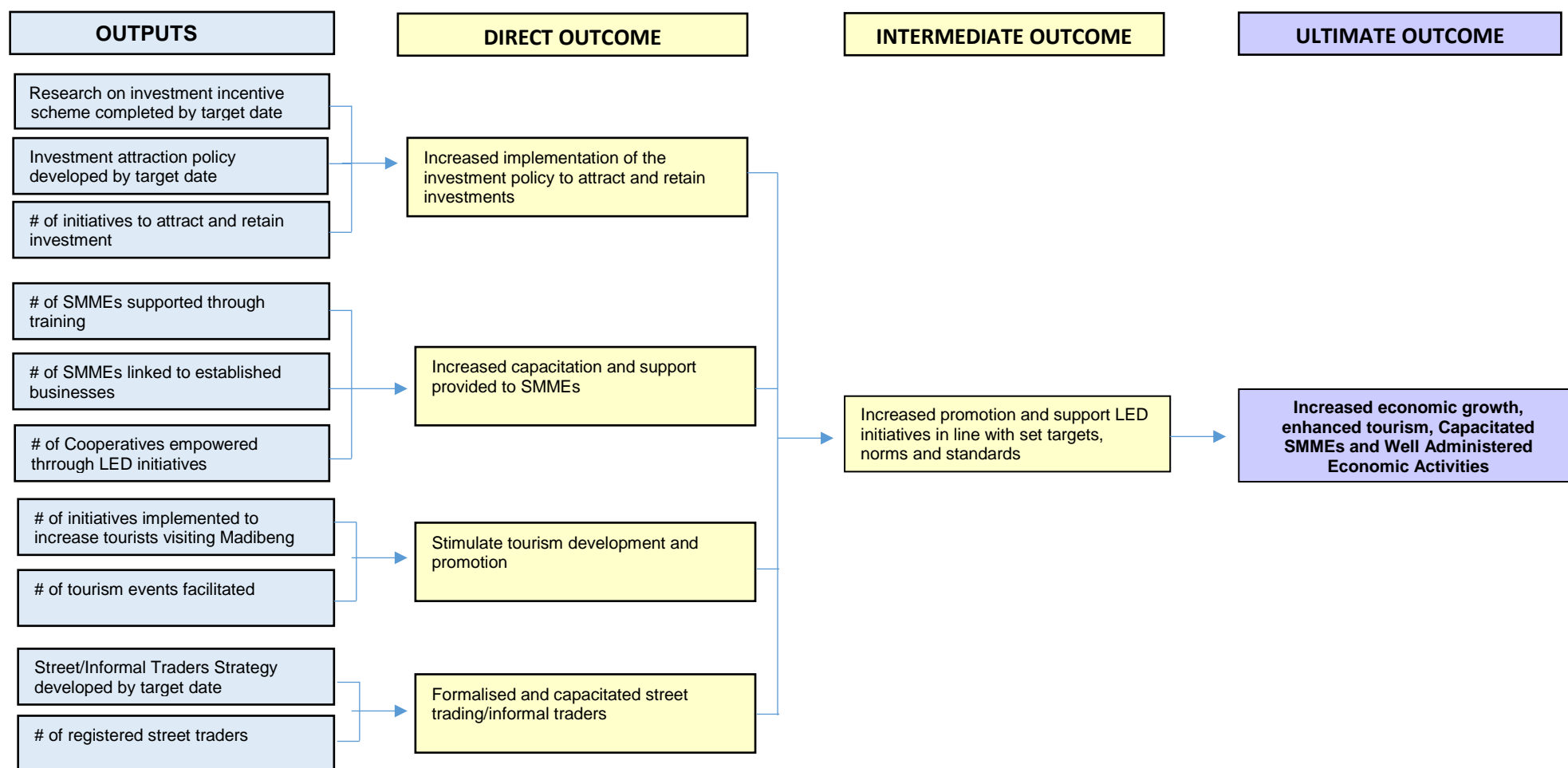


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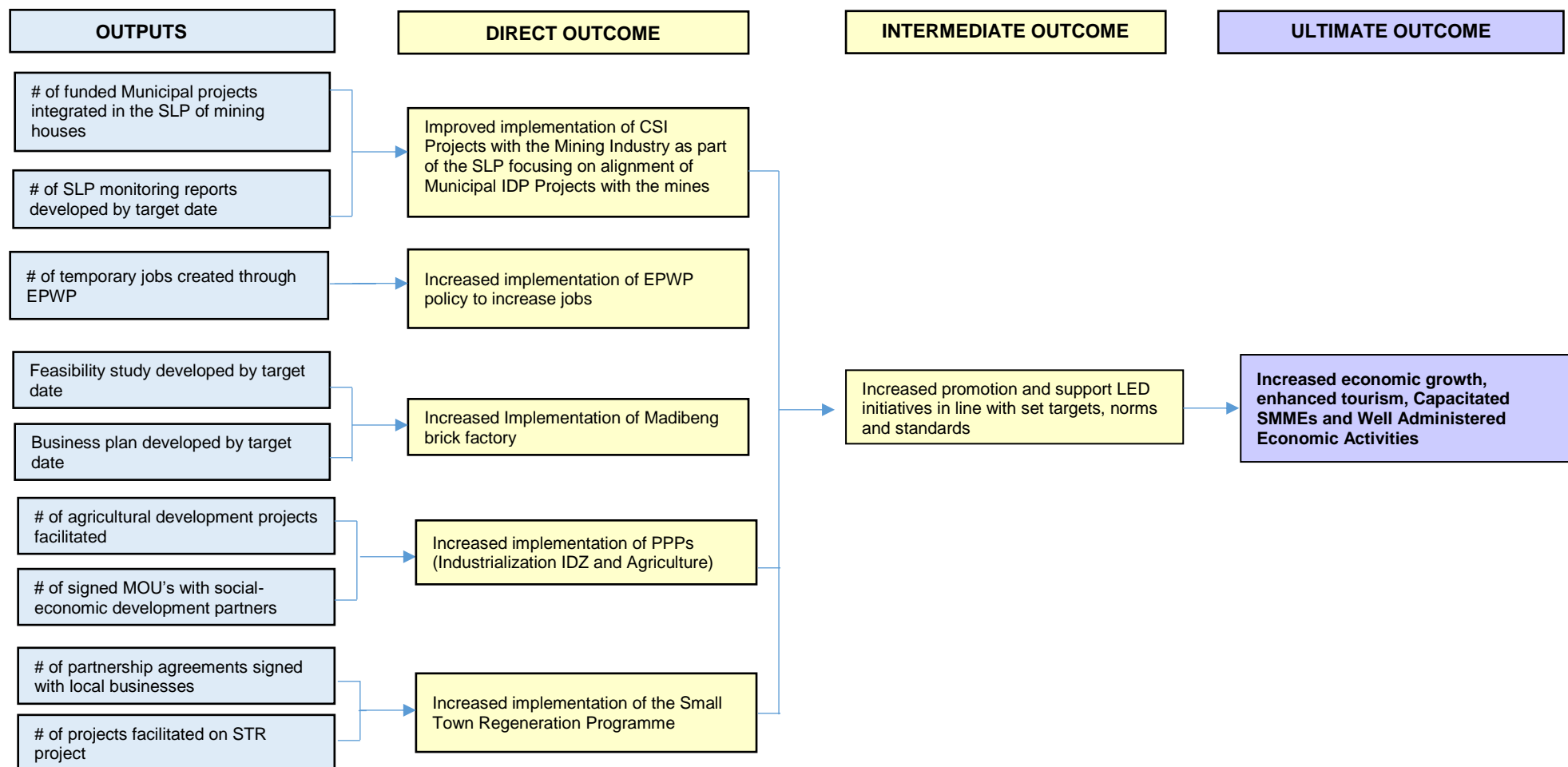


LOCAL ECONOMIC DEVELOPMENT

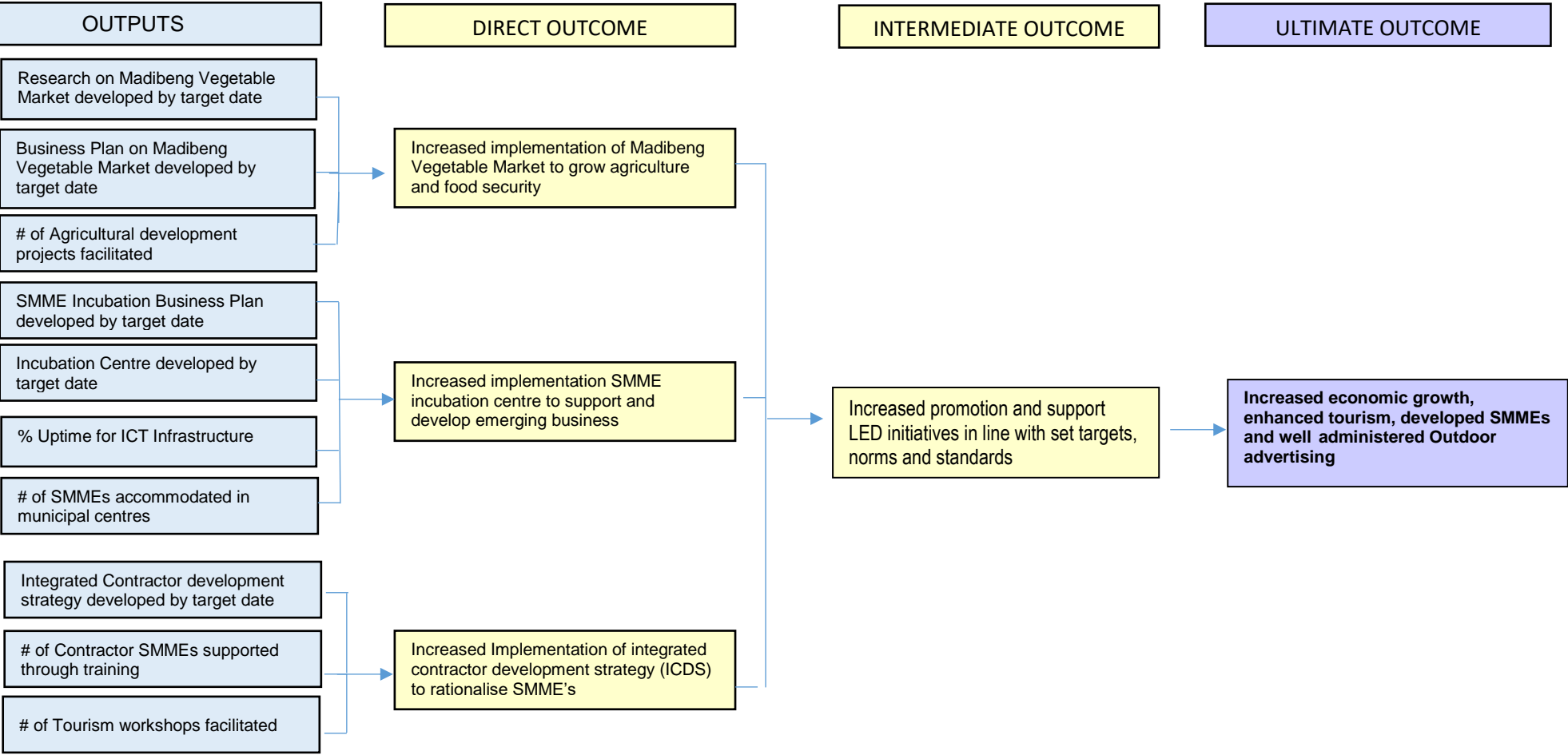
Problem Statement: The high rate of unemployment among youth, closing of industries due to the down spiralling in the economic performance, ineffective investment scheme, inefficient system on mining CSI approach, ineffective incentive scheme, equally impacted negatively in the development of SMME's, Poor performance in tourism, agricultural output which is a consequent failure in the socio economic growth of the Madibeng local municipality.



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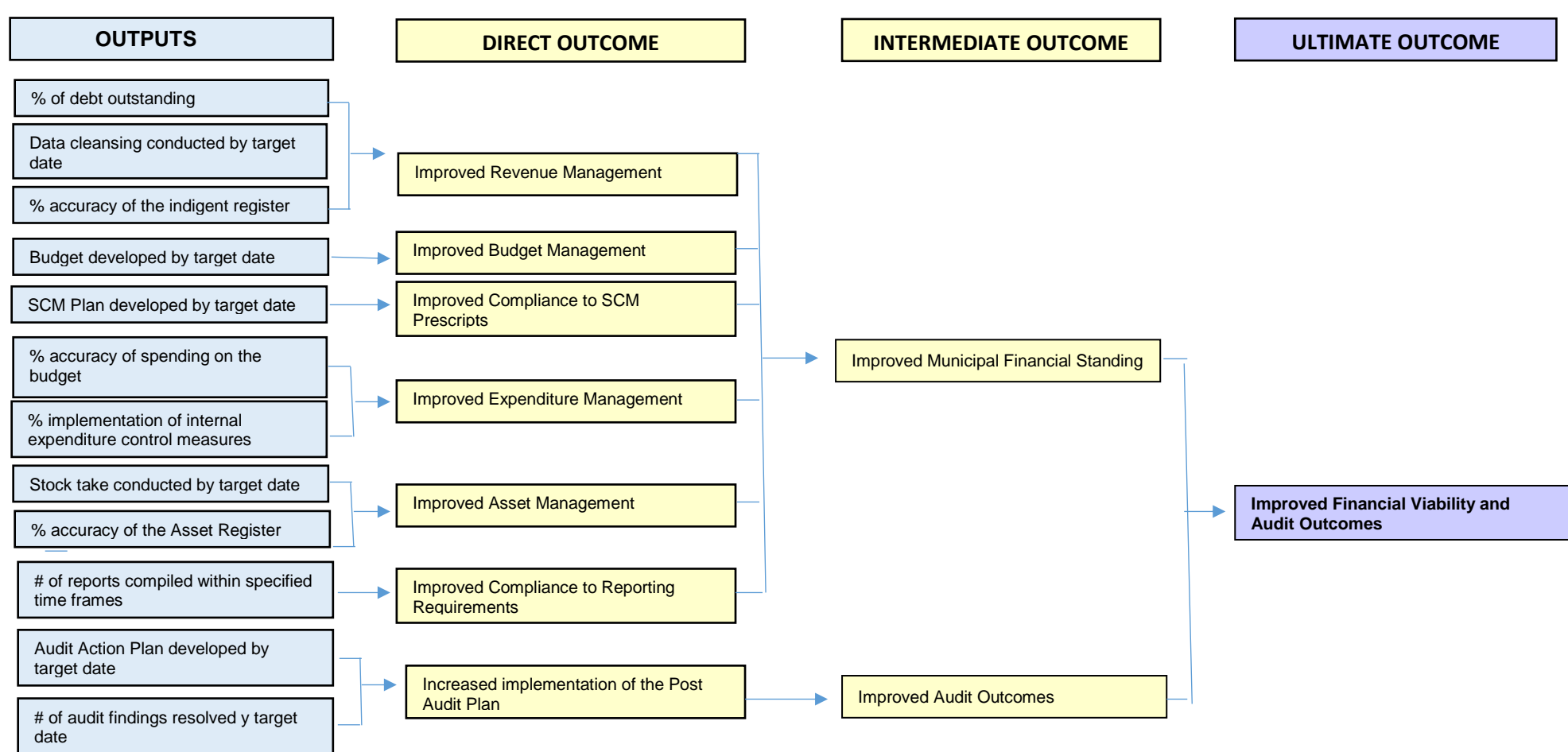


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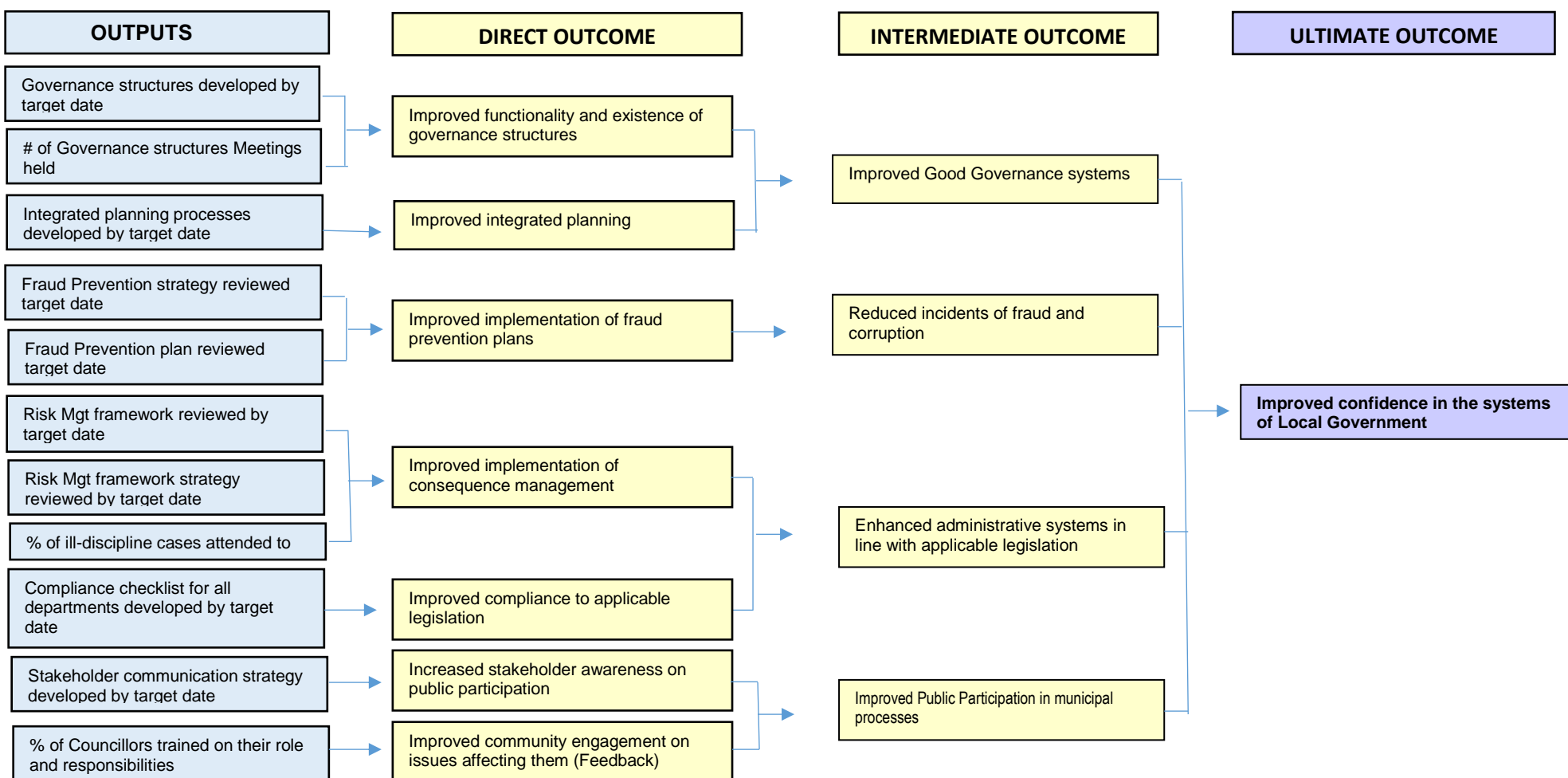
MUNICIPAL FINANCIAL VIABILITY

Problem Statement: The Madibeng Local Municipality is not financially viable due to poor revenue collection, financial control, non-compliance to financial legislations and policies which prevents the municipality to deliver quality services



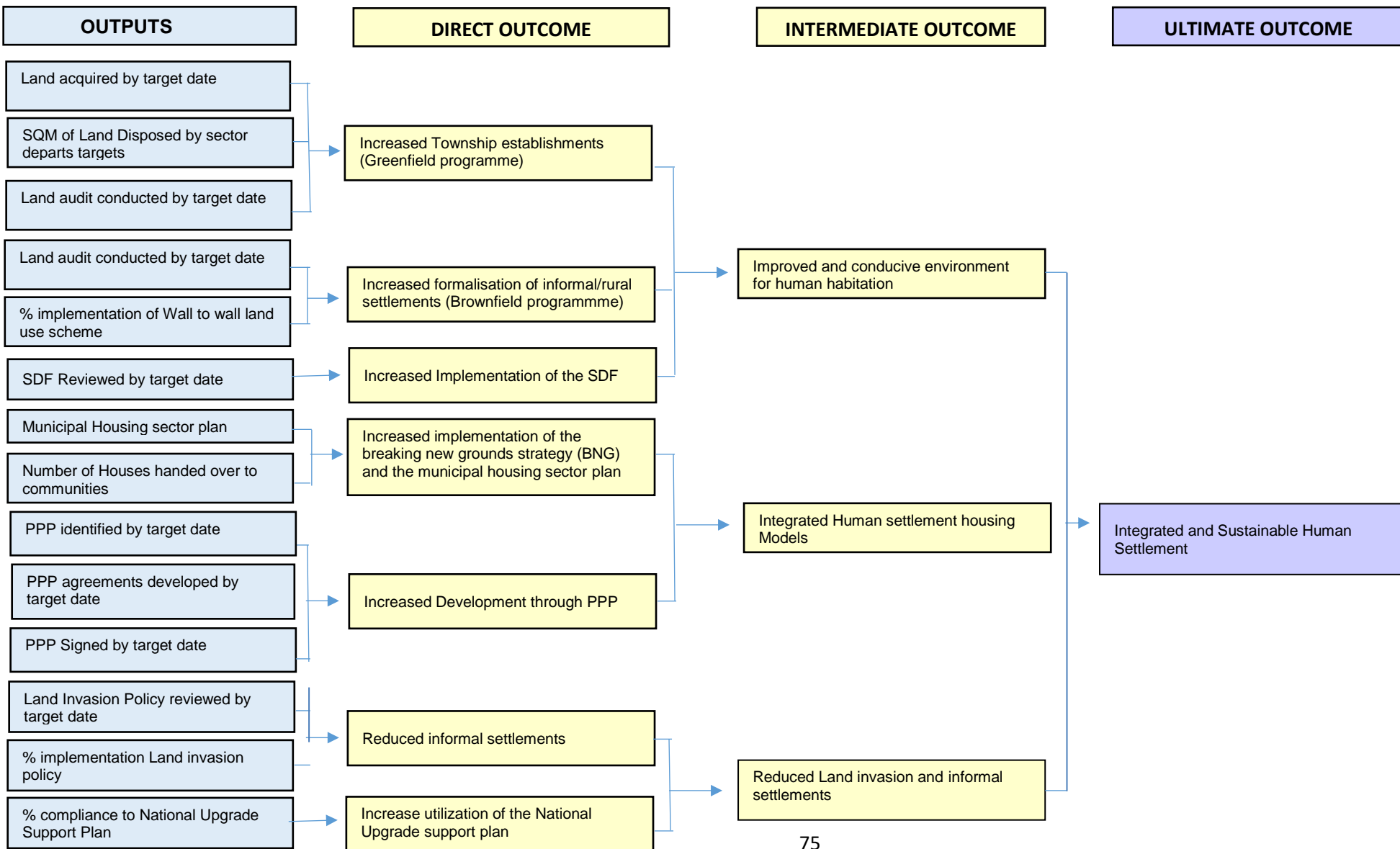
GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Problem statement: Poor governance due to inadequate and ineffective control environment and poor stakeholder relations.



SPATIAL RATIONALE

Problem Statement: Non availability of land and infrastructure results disintegrated, unsustainable and undesired developments



DEVELOPMENT STRATEGIES

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGET	
			Jun 2018	2019/20	2020/21
Strategic Goal 1	Improved Effectiveness and Efficiency of Municipal Administration				
Strategic Obj 1.1	Invest in Human Capital	% of training budget spent	100%	100%	100%
Strategy 1.1.1	Implementation of workplace skills programme	% Implementation of prioritized training programme	100%	100%	100%
Strategy 1.1.2	Adherence to Strategic Human Resource Plan	Review of Strategic Human Resource Plan	1	1	1
Strategic Obj 1.2	Compliance to Employment Equity Plan	Review of Employment Equity Plan	0	1	1
Strategy 1.2.1	Adherence to employment of equity target groups in highest level of management	Number of people from employment equity target groups employed in the three highest level of management	0	4	4
Strategy 1.2.2	Review of HR Planning Policies	Number of HR Policies reviewed	0	8	1
Strategy 1.2.3	Compliance to Employee Wellness Policy	Development of Employee Wellness Policy	0	1	0
Strategy 1.2.4	Increase functionality of Section 79 Committee system	Number of reports on Functionality of Council and its Committees compiled and submitted to Council for adoption	2	2	2
Strategy 1.2.5	Increased alignment of the Organizational Structure to the Strategy of the Municipality	Annually reviewed organizational structure aligned to the strategy of the municipality	1	1	1
Strategy 1.2.6	Reduced vacancies in line with the identified critical posts on the new organisational structure	Number of Senior Management posts filled	9	4	4
Strategy 1.2.7	Invest in ICT Infrastructure	Number of ICT Governance Framework reviewed	1	1	0
Strategy 1.2.8	Ensure effective implementation of Council resolutions	Number of reports to SMT on implementation of Council resolutions	4	4	4
Strategy 1.2.9		Number of Records Management Policy reviewed	1	1	1
Strategy 1.2.10		Number of Municipal Delegaqtions of Authority reviewed	1	1	1
Strategic Obj 1.3	Develop 5 year IDP (2021-2026)	Number of 5 Year IDP document developed by 31 May 2021	4	0	1
Strategy 1.3.1	Integrated intergovernmental relations and stakeholder consultation and partnerships	Number of partnership and collaboration established	2	2	2
Strategic Obj 1.4	Improved level of corporate governance and compliance through efficient and effective standards, practices and systems	Number of risk profiles completed	30	8	8
Strategy 1.4.1	Improved effectiveness of risk financing and transfer	Number of insurance audits undertaken	4	4	4
Strategy 1.4.2	Finalise risk based audit reports and Performance audit reports as stipulated on the approved annual audit plan	Percentage of planned internal audit reviews completed	90%	90%	90%
Strategy 1.4.3	Finalised investigations of cases reported	Percentage of cases finalised with clear recommendations	100%	100%	100%
Strategic Goal 2	Improved Planning, Monitoring, Evaluation and Reporting				
Strategic Obj 2.1	Harmonized Planning, Implementation, Monitoring, Performance and Reporting System	No of Performance Management framework and Procedure Manual reviewed	1	1	1
Strategic Obj 2.2	Submit the Mid-year S72 report to the Mayor	No of Mid-year budget and Performance assessment reports submitted to the Executive Mayor, Provincial Treasury and National treasury by 25 Jan	1	1	1
Strategy 2.2.1	Enhanced IDP Planning	Number of 5 Year IDP process plans drafted and submitted to Council by 31 Aug	4	0	1
Strategy 2.2.2	Increased Implementation of Municipal Wide Project Management	Develop and update a Project Management database		1	1

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGET	
			Jun 2018	2019/20	2020/21
Strategic Goal 3	Enhanced Provision of Sustainable Engineering Services to the Communities				
Strategic Obj 3.1	Adherence to Municipal Policies and By-laws				
Strategy 3.1.1	Increased implementation of Municipal policies and by-laws	No of policies and by-laws reviewed by 30 June	1	5	5
Strategic Obj 3.2	Provision and monitoring of electricity services				
Strategy 3.2.1	Monitoring energy loss	% reduction in electricity losses	49%	<30	<30%
Strategy 3.2.2	Increased provision of public lighting (street lights)	Number of street lights energized	1 600	15	0
Strategy 3.2.3	Increased provision of public lighting (high mast lights)	Number of high mast energized	263	15	15
Strategy 3.2.4	Uninterrupted Maintenance Programme	% Adherence to maintenance programme	100%	100%	100%
Strategic Obj 3.3	Increase access to basic services				
Strategy 3.3.1	Provision of access to basic level of electricity	No. of households with access to basic level of electricity	6 333	6 833	7 333
Strategy 3.3.2	Provision of access to basic level of water	No of households with access to basic level of water	1 500	2 633	3 766
Strategy 3.3.3	Provision of access to basic level of sanitation	No of households with access to basic level of sanitation	1 500	1 500	2 100
Strategy Obj .4	Provision and monitoring of water services				
Strategy 3.4.2.	Monitoring of unaccounted water supply	% reduction of water loss	23%	<22	<22
Strategic Obj 3.5	Provision and monitoring of sanitation services				
Strategy 3.5.1	Increased access to sanitation in Madibeng to sanitation	No. of additional households in formal dwellings provided with sewer connections		0	
Strategy 3.5.2	Improve the effluent quality compliance	No. of wastewater treatment works complying with SANS 241	0	2	2
Strategy Obj .6	Improved provision of safe, clean and healthy environment				
Strategy 3.6.1.	Review and Update the Air Quality Management Plan	Number of Air Quality Management Plan developed and approved	0	1	1
Strategy 3.6.2.	Increased compliance of landfill sites	% compliance to landfill sites permit conditions by 30 June	100%	55%	65%
Strategy 3.6.3.	Increased provision of waste management services in line with the waste management services norms and standards.	Number of households with access to refuse removals services	73 400	75 400	
Strategy 3.6.4.		No of households on valuation roll provided with weekly waste removal service			39 856
Strategy 3.6.5.		Number of 240l bins rolled – out in line with the mass roll out program	New	10 000	0
Strategy 3.6.6.		Number of Integrated Waste Management plan reviewed and adopted	1	1	0
Strategy 3.6.7.		No of Waste Recyclers formalised to do waste minimisation at Brits Transfer Station	1	1	1
Strategy 3.6.8.		Number of informal settlements with access to refuse removal through bulk container service services	0	9	
Strategy 3.6.9.		Number of progress reports on rehabilitation of Toloane river submitted	0	1	1

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGET	
			Jun 2018	2019/20	Jun 2018
Strategic Goal 4	Improved social infrastructure, protection and education outcomes				
Strategic Ob 4.1	Increase access to emergency services and other municipal services				
Strategy 4.1.1	Access to emergency services	% of fire incidents managed and responded to, as a proportion of total no. received	100%	100%	100%
Strategy 4.1.2		% of disaster incidents responded to, as a proportion of requests received	100%	100%	100%
Strategy 4.1.3	Improved response time to water and electricity queries	Reaction time to customer queries on Water and Electricity	24 hrs	24 hrs	24 hrs
Strategy 4.1.4	Reduction in By-law contraventions	No of programmes for By-laws enforcement	1		4
Strategy 4.1.5.	Provision of access to roads and maintenance	No of area (m²) of paved roads network maintained by 30 June		12 000 m²	12 000 m²
Strategic Obj 4.2	Improved quality of life through sports and recreation initiatives				
Strategy 4.2.1	Improve the accessibility of information to communities	No of library grant business plan submitted by 30 June	0	1	1
Strategy 4.2.2	Increase access to safe and healthy environment	No of parks maintained by 30 June	0	13	13
Strategy 4.2.3		No of cemeteries maintained by 30 June	0	6	6
Strategy 4.2.4	Planning and execution of programs (Arts, Culture, Sport)	Number of sports, arts, culture and recreation activities conducted by 30 June	0	5	5
Strategic Ob 4.3.	% MIG projects implemented and completed on time, quality and budget				
Strategy 4.3.1	Monitoring of projects	No of MIG projects registered			10
Strategy 4.3.2		% of MIG budget spent by 30 June			100%

LOCAL ECONOMIC DEVELOPMENT

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGET	
			Jun 2018	2019/20	2020/21
Strategic Goal 5	Increased economic growth enhanced tourism, Capacitated SMMEs and Well Administered Economic Activities				
Strategic Obj 5.1.	Increased promotion and support LED initiatives in line with set targets, norms and standards				
Strategy 5.1.1	Increase Marketing Initiatives In All Sectors for Local Economic Development and Growth	Number of marketing initiatives implemented	4	4	4
Strategy 5.1.2	Increase EPWP job opportunities	Number of jobs created through LED initiatives, EPWP, CWP and capital projects	1075	1200	1200
Strategy 5.1.3	Adherence to Street Trading Bylaws	Review of Street Trading Bylaws	1	1	1
Strategy 5.1.4	Formalised and capacitated street trading/informal traders	Number of registered street traders	100	100	100
Strategy 5.1.5	Improved implementation of CSI Projects with the Mining Industry as part of the SLP focusing on alignment of Municipal IDP Projects with the mines	Percentage of CSI/SLP projects implemented	100%	100%	100%
Strategy 5.1.6	Implementation of EPWP policy	No EPWP beneficiaries trained	20	20	20
Strategy 5.1.7	Implementation of the Small Town Regeneration Programme	Progress on implementation of STR	100%	100%	100%
Strategy 5.1.8	Increase initiatives to promote tourism	Number of tourism events facilitated	New	2	2
Strategy 5.1.9	Increased regulation of local businesses	Number of business licence processed and issued from applications received	7	15	0
Strategy 5.1.10	Increased initiatives to attract investment	Number of initiatives to attract and retain investors	1	2	0
Strategy 5.1.11	Facilitation of Madibeng Agricultural production and market in terms of food security	No. of Madibeng Agricultural projects and markets facilitated	4	4	4
Strategic Obj 5.2.	Capacitation and support provided to SMMEs				
Strategy 5.2.1	Support and development of emerging business	Number of SMME's supported through training	50	100	100
Strategy 5.2.2	Implementation of integrated contractor development strategy (ICDS) to rationalise SMME's	Reports on implementation of ICD Strategy	0	1	1

MUNICIPAL FINANCIAL VIABILITY

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS	
			Jun 2018	2019/20	2020/21
Strategic Goal 6	Improved Financial Viability and Audit Outcomes				
Strategic Obj 6.1	Improved Financial Viability and Audit Outcomes	% of Audit Committee recommendations accepted and adopted by Council	95%	100%	100%
Strategy 6.1.1	Revenue enhancement through the property portfolio	Completeness in (%) of revenue generated from property rates			100%
Strategy 6.1.2	Update Indigent Register	% of all qualifying indigent registered by 30 June	99%	100%	100%
Strategy 6.1.3	Improved Budget Management	% of total operating Budget spent	95%	95%	95%
Strategy 6.1.4	Improved Revenue Management	% of total operating budget revenue raised by 30 June	98%	95%	95%
Strategy 6.1.5	Ensure financial sustainability	Revenue collected as a % of amount billed for the year	93%	93%	93%
Strategy 6.1.6	Improved Procurement Management	% of tenders completed within the valid period (90 days from date of closure of advert)	85%	100%	100%
Strategy 6.1.7	Adherence to Fleet Management Policy	% Curbing in fuel operating budget	100%	100%	100%
Strategy 6.1.8		% Curbing in vehicle operating budget	100%	100%	100%
Strategy 6.1.9	Disclose in Annual Financial Statements all deviations condoned by Council	Number of reports on all deviations submitted to Council	4	4	4
Strategy 6.1.10	Submit the Draft Budget to IDP for inclusion and approval of Draft IDP document by Council by 31 March	Draft Budget approved by Council by 31 March	1	1	1
Strategy 6.1.11	Submit Final Budget for inclusion and approval of Final IDP document by Council by 31 May	Final budget approved by Council by 31 May	1	1	1
Strategy 6.1.12	Submit the Annual Financial Statements by 31 August to the Office of the Auditor-General	Annual Financial Statements submitted by 31 August	1	1	1
Strategy 6.1.13	Improved Asset Management	Compilation of a GRAP Compliant Fixed Asset Register as at 30 June	1	1	1
Strategy 6.1.14	Improved Compliance to Reporting Requirements	Adjustments Budget submitted to Council by 28 February	1	1	1
Strategy 6.1.15	Qualified Audit Opinion achieved	Qualified Audit opinion	1	1	1
Strategy 3.4.11	Implement all the Roads, storm water infrastructure capital projects measured quarterly in terms of the approved Capital Budget spent	Percentage of Capital Budget spent by 30 June	100%	100%	100%

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGETS	
			2018/19	2019/20	2020/21
Strategic Goal 7	Improved confidence in the systems of Local Government				
Strategic Obj 7.1	Improved Good Governance systems	Capacity building programs for councillors implemented by 30 June	1	2	2
Strategy 7.1.1	Improved functionality and existence of governance structures	Number of Reports on ward committee functionality submitted to Council	4	4	4
Strategic Obj 7.2	Reduced incidents of fraud and corruption	% of formally reported fraud, theft and corruption investigations initiated within 30 days after receipt	100%	100%	100%
Strategy 7.2.1	Improved implementation of fraud prevention plans	% of implemented fraud prevention plans	100%	100%	100%
Strategy 7.2.2	Improved implementation of ethics and integrity framework	% of councillors who have declared their financial interests	0	0	100%
Strategy 7.2.3		% of administrative staff who have declared their financial interests	0	0	100%
Strategic Obj 7.3	Enhanced administrative systems in line with applicable legislation	% of policies reviewed	100%	100%	100%
Strategy 7.3.1	Improved implementation of consequence management	% of disciplinary cases reported and attended	100%	100%	100%
Strategy 7.3.2	Improved compliance to applicable legislation	% of adherence to legislated compliance	100%	100%	100%
Strategic Obj 7.4	Improved Public Participation in municipal processes	No of Public Participation Strategies developed	0	1	1
Strategy 7.4.1	Increased stakeholder awareness on public participation	% Adherence to communication strategy	100%	100%	100%
Strategy 7.4.2	Improved community engagement on issues affecting them (Feedback)	Number of engagement meetings with community	4	4	4

SPATIAL RATIONALE

PLANNING LEVEL	PLANNING STATEMENT	KPI	BASELINE	TARGET	
			2018/19	2019/20	2020/21
Strategic Goal 8	Integrated and sustainable Human Settlement				
Strategic Obj 8.1	Management of informal settlements	No of progress reports on formalization of informal settlements by 30 June	4	4	4
Strategy 8.1.1	Monitoring and assessment of building constructions	No of days for assessment of building plans from date of submission	30	30	30
Strategy 8.1.2		Percentage of building inspections conducted	100%	100%	100%
Strategy 8.1.3		Percentage of occupancy certificates issued	100%	100%	100%
Strategy 8.1.4	Increased Township establishments	No. of Municipal Township establishment applications approved	1	2	2
Strategy 8.1.5	Approved by law	No of building control by-laws approved	1	1	1
Strategy 8.1.6	Provision of Basic Services and Maintenance	No. of reports on title deeds transferred and issued to eligible beneficiaries	4	4	4
Strategy 8.1.7	Administration of rental housing	Percentage of Municipal rental housing Administered	100%	100%	100%
Strategy 8.1.8		Percentage of Private disputes with tenants or landlords attended to	100%	100%	100%
Strategy 8.1.9	Administration of municipal land	Percentage of municipal land administration including lease or sale	100%	100%	100%
Strategy 8.1.10	Land acquired for municipal developments	No of reports on acquisition of land	4	4	4
Strategic Obj 8.2	Integrated Human settlement housing Models/	No. of reports on low cost housing provided	4	4	4
Strategy 8.2.1	Increased monitoring of the breaking new grounds strategy	% monitoring of Housing Sector Plan	100%	100%	100%
Strategic Obj 8.3	Land invasion and informal settlements curbing	% of land invasion and informal settlements attended to	100%	100%	100%
Strategy 8.3.1	Provision of land proclaimed	No of reports on portion of land transferred to the Municipality	4	4	4
Strategy 8.3.2	Improved and controlled construction of buildings	No of days (90) for attending building contraventions from date of submission	90	90	90
Strategy 8.3.3	Final Zoning Scheme (Land Use Management System) developed and submitted to Mayoral Co	No of Madibeng Land use Scheme developed submitted to Council for approval	1	1	0
Strategy 8.3.4	Land Use applications processed	% of land Use applications processed	100%	100%	100%

MID TERM MUNICIPAL PERFORMANCE REPORT

The purpose of the report is to account to the public on the 2019/2020 mid-year institutional performance of Madibeng Local Municipality.

This report contains information which is based on the Service Delivery and Budget Implementation Plan (SDBIP) formulated for the financial year 2019/2020 and is based on the first and second quarter performance information. It focuses on both financial and service delivery performance (non-financial) assessment.

This reporting is required through:-

- Local Government: Municipal Systems Act, Act no. 32 of 2000 as amended (referred to herein as MSA)
- Local Government: Municipal Financial management Act, Act no 56 of 2003 (referred to herein as MFMA)
- Madibeng Municipality reports on for the institutional performance relating to 2019/2020 financial year.
- Section 72 of the MFMA requires that the accounting officer of a municipality must by 25 January of every year assess the performance of the Municipality during the first half of the financial year, where after, the Mayor must table the report before 31 January each year.
- MFMA section 72(1) (a) (iii) requires the accounting officer to assess the performance of a municipality during the first half of the financial year, taking into account the past year's annual report and progress on resolving problems identified in the annual report.

OUTCOME OF ORGANIZATIONAL PERFORMANCE AS AT 31 JANUARY 2020

DIRECTORATE	Total targets per report	Not targeted	Total actual targets	AUDITED PERFORMANCE RESULTS		
				Targets achieved	Targets not achieved	Overall (%)
Office of the Municipal Manager	10	2	8	4	4	65.62%
Corporate Support Services	18	8	10	6	4	72.80%
Community Safety	7	2	5	2	3	60.90%
Public Safety, Facility & Fleet Management	4	0	4	3	1	75.00%
Infrastructure and Technical Services	7	5	2	0	2	0.00%
Local Economic Development	11	1	10	7	3	70.00%
Planning and Human Settlement	13	2	11	10	1	90.91%
Budget and Treasury Office	10	2	8	1	7	63.64%
ORGANIZATIONAL PERFORMANCE	80	22	58	33	23	62.35%

Madibeng Local Municipality was placed under Administration as per Section 139(b) of the Constitution, (Act 108 of 1996) on 05 July 2019.

The Terms of Reference of the Intervention is set out below:

TERMS OF REFERENCE OF INTERVENTION AS PER SECTION 139(b) OF THE CONSTITUTION (ACT 108 OF 1996)

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
Advise on the role of the Municipal Council vis-à-vis the Administrator [the Intervention team] during the intervention [decision making processes, public participation etc]; 4.3 (f) of the TOR	Dysfunctional council, and its committees including LLF Poor Oversight on administration	Council, Mayoral Committee and other committees are functional Audit Committee presented report to council LLF functional	Training on roles Sanctioning of councilors for non-attend council and PC Meetings Targeted training of LLF Increased oversight on Post Audit Action Plan
Advise on the role of the Municipal Manager and the Administrator [with the Intervention Team] during the intervention [delegation of authority and administrative decision making processes]	No clear role between administration and intervention team No clear roles between council and Intervention team	Roles clarified Communication and decision making protocol between Troika, Mayoral Committee and council clarified	Appointment of MM, and other directors
Assess the relations between council and communities [e.g. community concerns against alleged corruption, maladministration, poor service delivery etc]	Poor relations between council and Community No structured engagements with communities Negative perception of council	Held engagements with stakeholder groups (Farmers, BIA, business Forums, Mining Houses, Service providers) Supported IDP consultations	Engagements with stakeholders Resuscitation of IGR structures Address ward committee concerns Improve communication
Effectiveness and capability of management [senior, middle, and junior management]; Supervise personnel and monitor municipal programmes	Lack of management capabilities High turnover of senior managers Low staff morale and ill-discipline (Ethics and Risk Survey)	External Acting Management appointments Effected Various Directorates engaged General Staff meeting convened Ethics and Risk Survey Findings presented to Council	Appointment of capable Senior Managers Directorates meetings convened regularly Continuous implementation of the Ethics and Risk Survey Conduct employee satisfaction survey

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
Compliance to policies and regulations [e.g. recruitment policies, employment equity etc]; Status on recruitment [structure, filling of posts etc];	<p>General Non-compliance with policies and regulations, e.g. deliberate disregard of requirements of Section 56 and 57 Managers</p> <p>Un-approved Organisational Structure</p> <p>Bloated and unfunded Organisational Structure</p> <p>Irregular appointments</p> <p>High vacancy rate for critical positions</p>	<p>Review of Actions that are non-compliant to Policies and Regulations</p> <p>Implemented Risk and Ethics Management Framework</p> <p>Appointed Ethics and Risk Champions</p> <p>Continuous engagement with labour</p>	<p>Regularisation and placement of affected staff</p> <p>Re-skilling and training of affected staff to avoid further appointments</p> <p>Filling of key and critical posts (skills based)</p> <p>Conduct further training on roles and functions of Councillors and Officials on appointment of personnel</p>
Assess the seriousness of the financial problem in the Municipality	<p>Non-Cash Funded Budget</p> <p>Cash Flow</p> <p>UIF and W Expenditure</p> <p>Tenderisation (over-dependence on service providers) of BTO</p> <p>Abuse of Regulation 32</p> <p>Non-communication with service provided</p> <p>High expenditure on non-service delivery contracts</p>	<p>Reduction of the budget</p> <p>Compilation of UIF & W Registers</p> <p>Engagement with BTO Service Providers over Value For Money</p> <p>Submitted Contract Management Register to Provincial Treasury</p> <p>No regulation 32 procurements</p> <p>Assessment of non-essential (unaffordable) contracts (Fuel, fleet and IT)</p>	<p>Reduction of the R360m deficit stability of Cash Flow</p> <p>Training on Financial Policies and Procedures</p> <p>Consequence Management on UIF & W</p> <p>Capacity Building of Councillors on roles and responsibilities relating to SCM & oversight responsibilities</p> <p>Review and termination of unaffordable contracts</p>
Oversee and facilitate the development and implementation of the Financial Recovery Plan as drafted with the assistance of National Treasury	<p>Non-compliance with directive on preparation of Financial Recovery Plan (FRP)</p>	<p>Financial Recovery Plan has been approved by Council together with Special Adjustment Budget</p> <p>Approved Financial Recovery Plan submitted to Provincial Treasury</p>	<p>Further engagement with Provincial and National Treasury on reduction/elimination on the deficit</p> <p>Continuous monitoring on the implementation of the FRP</p> <p>Quarterly reports to Council</p>

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
Improve internal control environment	<p>Poor internal control systems</p> <p>Inadequate Financial Policies and Procedures</p> <p>Poor work ethics</p> <p>Compromised SCM integrity</p> <p>Poor/non-existence records management systems</p> <p>Under-utilisation of IT System</p>	<p>Interim Internal Controls established</p> <p>BTO Official addressed on Integrity issues</p> <p>Engagement with Solar System service provider to improve functionality of the system</p> <p>Re-organised SCM Committees</p>	<p>Development of Financial Policies and Procedures</p> <p>Development of Standard Operating Procedures on:</p> <p>Contract Management</p> <p>Payment of Suppliers within 30 days</p> <p>SCM and Journals</p> <p>Records Management Systems</p>
Ensure all monthly reconciliations are done and cleared timeously	<p>Bank Reconciliations not done</p> <p>Illegal Debit Orders</p> <p>Creditors Reconciliations not done</p> <p>Debtors Reconciliations not done</p>	<p>Bank Reconciliation conducted but still inefficiencies identified</p> <p>Continuous identification of illegal debit orders</p>	<p>Creditors Reconciliations to be done on Weekly Basis</p> <p>Debtors Reconciliations to be done on Weekly Basis</p> <p>Continuous monitoring and reversal of illegal debit orders</p>
Recommend appropriate changes to the municipality's operations, structure; processes, policies, bylaws, budget, expenditure and revenue-raising measures;	<p>High debtors book -R2b</p> <p>Ad hoc revenue enhancement and debt collection</p> <p>Councillors and officials owe municipal services</p> <p>No proper engagement/Contractual relations with bulk creditors/debtors</p>	<p>Revenue enhancement plan</p> <p>Debtors age analysis compiled</p> <p>Measures in place to raise revenue (short term strategies in place) , integration of systems to improve budgeting and expenditure</p> <p>Payment arrangement concluded with bulk creditors, i.e. ESKOM, Magalies Water, and Rand Water to repay their debt</p>	<p>Implementation of revenue enhancement and Debt collection plan</p> <p>To recover debt from staff and councillors</p> <p>Adherence to payment plans commitments with bulk creditors, such as ESKOM, Tshwane, Rand-Water, and Magalies Water</p> <p>Feasibility of taking over electricity reticulation from Tshwane in Hartbeespoort and surrounding areas</p>

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
To guide and support procurement processes for service related to MIG and PIG funded projects in an efficient and effective manner within the existing legal provisions and policies of the Municipality	The Municipality has lost R156 million on MIG due to poor performance on project and contract management Late appointment of service providers	5 out of 6 water and sanitation project appointed for construction 7 roads projects appointed Finalise all outstanding arrangement (Guaranties, Sureties, Insurance and Safety Files, Site handover and negotiations	Monthly Contractor performance reporting forum Proactive registration of projects on the MIG MIS Procurement plans for 2020/2021
To provide technical and project management support in the implementation of MIG, DWS,WSIG,INEP and PIG funded projects To provide support in the management of service providers in MIG and PIG funded projects to ensure delivery	Delay in appointment of service providers Litigation by service providers who were in the Panel Poor contract management Project stoppage by communities	Application by contractors on the panel was dismissed by Court of Law Functionality and effectiveness of SCM committees was addressed Improved coordination during project handovers with the PSC, Cllr, CLO	Expeditious certification by MISA and COGTA to expedite expenditure SCM Training Hold monthly contractors performance forum Facilitate continuous engagement with various stakeholders
To oversee and support contract management processes	Poor project management Late payment of service providers Failure to pay service providers in time	Developed project register and conducted monthly review of the implementation plan Creditors register completed	Monitoring and reporting to ensure that the projects are completed in time, budget and scope
Guide and support procurement processes for services related to MIG and PIG funded projects in an efficient and effective manner within the existing legal provisions and policies of the Municipality	Irregular appointment of some service providers LSO (Draught Relief) and Sogika Consulting Engineers (DWS infrastructure Backlog)	Termination of some irregular appointments has been effected Consequence management for affected officials is enlisted in the 15 immediate action list Directive issued for Procurement plans	Verification reports on work done to be completed Disciplinary action in line with the 15 immediate priority plan Enforcement of procurement practices strictly according to procurement plans
Management and technical support in the SMME development and EPWP implementation	No SMME development support EPWP is implemented but not centralized	SMME database and development program to council for approval Centralising implementation of EPWP to one Department	SMME data base approval Centralised EPWP coordination approval in consultation with DPWR

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
To facilitate the quality of services [water quality, sewer overflow, sanitation services, electricity, internal roads and Stormwater drainage]	<p>Poor quality of water due to non-timeous maintenance</p> <p>Intermittent supply of water and electricity due to over demand and limited supply</p> <p>Lack of payment for water and electricity by consumers</p>	<p>Water Quality improved through plant maintenance</p> <p>Pump Stations refurbishment plan</p> <p>Roads and Stormwater maintenance plan</p> <p>Facilitated the finalisation of Electricity Master Plan</p> <p>Developed electricity urgent maintenance plan for all substations for substations</p>	<p>Consider budget re-prioritisation during Budget Adjustment meeting</p> <p>Scheduled maintenance program with funding</p> <p>Pursue partnership with DBSA and other funders for development of water and sanitation master plan</p> <p>Maximise use of own resources for basic road maintenance</p>
Strategic advice to the Municipality on various other issues, particularly in the service delivery aspects.	<p>Outsourced all service delivery capacity</p> <p>No complaints handling system</p> <p>No approved service standards</p> <p>Multiple losses of potential revenue due to</p> <ul style="list-style-type: none"> ○ Electricity illegal connections ○ Water illegal connections ○ Non-payment of services ○ Aged infrastructure ○ Vandalism of municipal assets and public infrastructure 	<p>Completed audit of Municipal fleet vs rental fleet</p> <p>Finalised costed audit report on fleet contract</p> <p>Revenue enhancement</p> <p>Cost curtailment (e.g. overtime)</p> <p>Revenue enhancement plan and activity plan approved by Council</p>	<p>Insourcing of certain functions</p> <p>Finalise alternative fuel supply with Municipal Banks</p> <p>Ring-fence budget for key revenue drive on infrastructure</p> <p>Development of service standards charter in line LG charter</p> <p>Development of comprehensive customer service turnaround in line with Council policy</p> <p>Community engagements to deal with challenges identified</p>
Legal-related matters of the municipality (litigations, court orders, disciplinary cases, etc.)	<p>Litigation against the Municipality mainly on allegations of breach of contract and non-payment</p> <p>Municipality Legal Unit did not play its role in both advisory services and quality control of SLAs</p> <p>The Unit was also not involved on potential and actual Labour Disputes</p>	<p>Litigation Register has been compiled</p> <p>Possible settlement agreements on certain matters underway based on Value for Money and legality</p> <p>Head of Legal now forms part of the Top Management</p> <p>All contracts/SLAs and legal matters are subjected to Legal Unit for quality control</p>	<p>Pro-active engagement on all legal matters including Labour and Contracts</p> <p>Regular reports to the Audit Committee and council on Contingent Liabilities</p>

Terms of Reference	Status at 30 June 2019	Progress To Date	Further Action
Outcome of the forensic investigations conducted	<p>A number of Forensic Investigations were conducted by Movundlela Consulting</p> <p>Provincial Treasury conducted an investigations on unlawfully invested with the VBS Mutual Bank</p> <p>Current investigations (following Presidential proclamation) by SIU and DPCI</p>	<p>Final draft Forensic reports were received in September 2019</p> <p>Efforts to present all the reports to the Audit Committee and subsequently to Council are at an advanced stage</p> <p>Briefing meetings with the SIU (Fleet and IT contracts) and the the DPCI (IT contracts)</p>	<p>Special Audit Committee and Council to be convened to consider all forensic reports</p> <p>SIU May extend proclamation to include other reported matters</p> <p>Consider recommendations of the SIU and DPCI on:</p> <ul style="list-style-type: none"> Termination of unlawful contracts Disciplinary or criminal processes of implicated officials and Councilors
Status of disciplinary processes	<p>Prolonged disciplinary cases</p> <p>Abuse/Inconsistent application of disciplinary processes</p>	<p>Reports on all outstanding cases</p> <p>Settlement of disciplinary cases in deserving cases</p> <p>Finalized report on absentee employees/ abscondment</p> <p>List of possible employees involved in irregular appointments and expenditure</p>	<p>Setup capable panels for management of disciplinary hearings</p> <p>Immediate focus on capacitation of Labour Relation Unit</p> <p>Referral of all instances of financial misconduct to Disciplinary Board</p>
Processes on the alienation and sale of municipal land	<p>There are allegations of irregular alienation of municipal land/ properties</p>	<p>Information gathering and verification of source of complaints ongoing</p>	<p>Update of municipal land register and immovable assets</p> <p>Audit of basic occupancy of municipal assets</p>

KPA 3: LOCAL ECONOMIC DEVELOPMENT

PRIMARY SECTOR

When the Hartbeespoort Dam was filled for the first time in 1925 it gave the town a massive boost, as water from the dam could be used for irrigation. A variety of crops were planted including tobacco, citrus, wheat, vegetables and table grapes.

Today the Madibeng is characterized by a various economy, including vibrant agriculture, mining, and manufacturing as well as tourism sectors. Nonetheless, these sectors at present contribute a huge percentage to the total Gross Geographic Product (GGP), they are capable and have potential to encourage and accommodate economic growth and development. Madibeng is the world's third largest chrome producer and includes the richest Platinum Group Metals Reserve (situated on the Merensky Reef). Manufacturing is the dominant sector, with motor industry related activities predominant. Madibeng Local Municipality, in particular Brits Town is a more formal urban area which has vibrant economic nodes.

THE STRUCTURE OF LOCAL ECONOMY

There are local economic objectives identified within Madibeng Local Municipality as follows:

- Reinforcing the current Brits economic cluster for maximizing the existing competitive advantages;
- Defining the economic development role of MLM;
- Investigating and implementing incentives for the retention and support businesses currently existing in MLM
- Identification and creation of investment opportunities;
- Ensuring that resources in mining, tourism, agro-industries and manufacturing are utilized economically as well as in an environmental sustainable manner;
- Establishment of politically and technocratic leadership that will connect the potential of the region's main economic sectors and natural resource base;
- Determining economic priorities and establish simplified, user-friendly processes to encourage economic development;
- Creation, promotion and sustaining a single economic forum which is all- inclusive;
- Marketing MLM as an attractive investment destination;
- Reforming bureaucracy and reducing regulations that affect businesses;
- Finding ways and means to invest in rural economic infrastructure and to redress development imbalances;
- Improving physical access to Madibeng by road and rail; and
- Development of various fast track programmes that stimulate short-term economic opportunities.

In order to attain this MLM SDF's objective is to identify and demarcate areas that have high potential level for economic development as well as ensuring that the required movement networks are proposed to support these Economic Activity Areas. Economic Activity Areas in MLM are divided into three categories:

- Mining;
- Economic Corridors; and
- Tourism Areas.

The Madibeng economic activity is dependent on industrial, farming, tourism and little bit on mining activities. The two key economic activities in Madibeng Local Municipality are agriculture (17.7%) and manufacturing (13.3%).

AGRICULTURE

Agriculture is one of the largest contributor the Madibeng income accounting for 17.7% of the economic activity. There are four different types of agriculture which can be identified in the area:

Intensive agriculture

This type of agriculture is the most dominant economic active agricultural sector in Madibeng and it covers nearly the southern half of Madibeng. The areas situated there rely on Crocodile River, Hartbeespoort Dam as well as Rooikoppies Dam for irrigation purpose.

Extensive agriculture

Extensive agriculture is the second most economic active agricultural sector in the region. They are dependent on Moretele River and Tolwane for irrigation as well as rain water.

Game farming

These areas are located in the north-western quadrant of the region, flanked by Rooikoppies Dam and the Elandsberg mountains. Its location makes it accessible to tourists as well as visitors to the game-farming region.

Subsistence agriculture

This type of agriculture is exclusively located in the north-eastern quadrant of Madibeng and is characterised by informal settlements. It is situated along the banks of Tolwane River and irrigation water is extracted from this river. This types of agriculture supplement the income as well as food supply for residents contribute significantly and greatly to the welfare of the communities in this region.

Protection of High Potential Agricultural Land

The Madibeng farming community was then classified into three categories with different development needs;

- Commercial sector farmers,
- Emerging farmers and
- House-hold food security producers.

Most of the emerging farmers are Land Reform beneficiaries and own large areas of land. The challenge is that most of the land needs infrastructural upgrading and the farmers need skills development and capacity building. The production inputs needs is also another challenge with constant cash flow.

Commercial Farming Sector

It is dominated by well established farmers who have knowledge, experience and the means to produce. They serve as the pride of Madibeng because they contribute to the economic development through food production at a close range, as well as jobs creation. The agricultural plant products include vegetables, fruit, field crops and flowers. The animal products are broilers (chicken), dairy products and beef. Pork and egg production are lesser scales in Madibeng. Technical Support is from the Government Development Sectors. Most of the Commercial producers are linked to markets all over the country and some even export their produce.

Emerging Farming Sector

These include the new Land Reform beneficiaries as well as the farmers in the communal areas of Madibeng. Cognizance must be paid to the fact that Madibeng is dominated by resource poor rural villages. Agricultural production is limited to small scale production of environmentally controlled projects. These include chickens, small scale vegetable gardens and pigs for income generation. However, culturally livestock like cattle, sheep, goats, horses and donkeys are kept and also need some care. These generate income in limited levels. They need water, grazing and medication. All of these get technical support from Government Development Sectors.

Communal farming in Madibeng villages is threatened by the invasion of informal settlements. Grazing camps and arable lands are so reduced resulting in non-viable businesses. Farmers are forced to reduce stocking rates, or even to stop farming; crop production has to be changed to horticulture. This is a serious economic slump, and it is very risky to the general socio-economy to practice farming very far from the households in attempts to secure larger farming spaces

Household Food Security

These projects are supported mostly by the Department of Social Services and technically by all agricultural development sectors. They are meant to produce food just in small quantities to address the household needs or for poverty alleviation. That is small food-plots in the back yards, few layers for breakfast eggs and some cows for milk production. All of these need financial support for sustainability. All government sectors have a responsibility to address this for a balanced community diet.

Nature Conservation in Madibeng

Agricultural production depends on sustainable natural resource management. The National Department of Environmental Affairs (Natural Resource Management Division) started the following processes in Madibeng as a nature conservation practice. The processes will run for \pm 5 years:

- Eradication of alien plants and invader species.
- Reclamation of dongas
- Control bush encroachment
- Control soil erosion
- Preservation of indigenous plants

MINING

On the western part of Brits town there is mining activity which lies on the Merensky Reef. Mining in Merensky is a resource detailed industry and therefore specific provision has been made in MLM SDF to accommodate this type of development. The location of Merensky Reef next to Bakwena Platinum High way offers opportunities for the integration of mining activities with other economic sectors. There are also small scales mining activities scattered throughout the Madibeng Local Municipality. Within the past few years the area witnessed new open-cast mines. The mining sector in MLM mainly comprises of Platinum Group Metals, Chromium and intensive granite and sand mining.

The mining sector in the area is one of the highest employment creators. Some of the world's richest platinum deposits and the largest chromate reserves are found in Madibeng local municipality. Other mining products include ferrochrome, stone and granite quarries, silica sand and vanadium pentoxide.

The Consortium recognized the point that mining activities in Madibeng Municipality contribute considerably to the local economy and job creation. When sustainable development is the key objective, ways have to be found to bring stability of the resources and simultaneously stimulate economic growth the following industries are identified as high to medium risk industries, which may contribute to the degradation of the environment:

- | | | |
|-----------------------------|------------------------|--------------------|
| • African National Granite | • Kelly Granite | • PPC |
| • Buffelsfontein Chrome | • Krokodilrivier Mines | • Protea Granite |
| • Eastern Platinum | • Kudu Granite | • Rhombus |
| • Elandskraal Chrome | • Lonmin | • Slab Granite |
| • Glencore | • Mangwe | • Vametco and |
| • Hernic Ferrochrome Mines | • Pandora | • Western Platinum |
| • International Ferrochrome | | |

According to the Department of Mineral Resources' the current state of affairs are as follows:

Active Companies operating in Madibeng

- | | |
|-----------------------------|----------------------------|
| • Lonmin (Eastern Platinum) | • Evraz Vametco |
| • Hernic Ferrochrome | • Pretoria Portland Cement |
| • Samancor Mooinooi | |

COMPANIES UNDER CARE AND MAINTENANCE

- | | |
|------------------------|-----------------------------|
| • Barplats | • International Ferrometals |
| • Eland Platinum Mines | • Sky Chrome |

SECONDARY SECTOR

Manufacturing Sector

There are few companies invested at Madibeng and creating jobs for the community of Madibeng. Some of these companies were awarded land through the Investment Incentive Scheme. Global financial crisis decline of auto industry threatens jobs. Migration of Industries to Tshwane Municipality also threatens the economy. The following companies create jobs in Madibeng:

- Motor industry/ Auto motive dominates the industrial scene: e.g. Afmit Tools; Bosch; Bridgestone
- Granite processing industries: granite cleansing, and manufacturing tombstones.
- Auto cable e.g. CBI
- Agri- processing, e.g. animal feed and juice;
- Furniture Manufacturing, e.g. wood processing at Sector Doors
- Packaging material: International bag buyers

Enterprise Support

The Small, Medium and Micro Enterprises including informal businesses within the Municipal area contributes to the Local Economy of the municipality and community members benefits enormously. Due to high unemployment rate, the community seeks for opportunities within all sectors: retail, agriculture, services and manufacturing.

There is a serious need for business infrastructure in townships and rural areas as funding institutions do not cater for building facilities. Small Industries need to be prioritized.

Entrance and growth within the business sector is challenged by government red tape especially when it comes to the following main aspects:

- Access to business land,
- Funding,
- Compliance processes (e.g. EIA),
- Access to markets, etc.

This results in limited growth, and stagnant or dropping economy.

The Municipality, Government Departments, Agencies, Private Sector and NGO's provide support to local enterprises including the Informal sector.

Business Licensing

The Municipal Business Licensing Policy caters only for perishable food stores. The business license is renewable on annual basis.

The Municipal Department of Local Economic Development processes applications and involves all relevant Municipal Departments to ensure compliance before a license is issued.

Awareness campaigns will be embarked on to introduce new business licensing regulations that are about to be implemented in the North West Province.

Socio Economic Empowerment

Madibeng is one of the recipients of Expanded Public Works Programme (EPWP) grants. This assists in poverty alleviation, and reduction of unemployment. There are a number of EPWP projects within the municipal area, championed by government and NPO's.

There are few companies invested at Madibeng and creating jobs for the community of Madibeng. Some of these companies were awarded land through the Investment Incentive Scheme. Global financial crisis decline of auto industry threatens jobs. Migration of Industries to Tshwane Municipality also threatens the economy. The following companies create jobs in Madibeng:

- Motor industry/ Auto motive dominates the industrial scene: e.g. Afmit Tools; Bosch
- Granite processing industries manufacturing tombstones.
- Auto cable e.g. CBI
- Agri- processing, e.g. animal feed and juice
- Furniture Manufacturing, e.g. wood processing at Sector Doors, Patcornick
- Packaging material: International bag buyers

TERTIARY SECTOR

Tourism

The Madibeng Local Municipality has three major tourism attractions situated in its area of jurisdiction. The Magaliesberg Mountain ranges extends in the east-west direction across the southern half of Madibeng. It was proclaimed Protected Environmental Area due to its ecological importance and therefore, development on this area must be done bearing in mind that there is least impact on the natural environment.

Hartbeespoort Dam is located in the southern part of Madibeng and is fed by Crocodile River. With regard to tourism, Hartbeespoort Dam is the major open space within Madibeng. The Magaliesberg Mountain Range, Hartbeespoort Dam as well as its shores is preferred by most people for residential purpose as well as weekend-tourist attraction.

Historical and Archaeological Sites are located in the Magaliesberg and Witwatersberg surroundings. Situated on the south of Witwatersberg is the Cradle of Humankind which is proclaimed as a World Heritage Site. There are also farm buildings dating back to the 20th century which are proclaimed National Monuments as well as archaeological site on these mountain ranges of Magaliesberg and Witwatersberg. Also historic elements such as old forts and fortifications of historic battlefields including categorizations of prehistoric farming, mining, metal production as well as village building in Africa.

Madibeng is rich in culture and heritage, and to increase the length of stay of tourists in the area a list of things to do and places of interest are listed below:

Arts & Culture: at Damdoryn offers, amongst others, a wide variety of handmade curio and other interesting items. Visitors are also treated to traditional music and dances. Art Another place of cultural interest is the Vredesboom, or "Peace Tree" under which negotiations took place after the Battle of the Crocodile in 1864. The Karee tree is about 7km outside of Brits. There are a number of Art Galleries in and around the Hartbeespoort Dam Area, i.e. Edwards Fine Art Gallery, Jo Roos Studio Gallery and Chris Tugwell Art Gallery

Science & Nature: Natural attractions of the town include the 40,000ha Vaalkop Dam Nature Reserve where bird-watchers can spot over 340 species. The De Wildt Cheetah Research Centre, which specialises in breeding cheetah and other endangered species. The owl rescue centre at Hartbeespoort Dam

Entertainment: Famous herbalist Margaret Roberts has her wonderful herb garden in Brits, and visitors can view the garden and buy her herbal products. Hartbeespoort are also the home of the Welwitchia Country market, Harties aerial cableway, monkey- and elephant sanctuary, crocodile farm, as well as snake and animal park

Sport: The well known Hartbeespoort Dam is extremely popular for its water sports, i.e. fishing, sailing, boating and water-skiing. The adventure lovers can enjoy, amongst others, river rafting and abseiling. There is also a number of excellent golf courses in the Madibeng area.

Tourism has great potential for growth and contribution to the local economy. That can be realized with more government. Law and order are great enhancers of tourism. Enforcement of Municipal by-laws to regulate tourism economic activities as required by applicable legislation.

Compliance:

- Re-zoning processes through Municipal Departments for new businesses. e.g. Town planning Division
- Monitoring of businesses by law enforcement officers including penalties
- Affiliation to the tourism associations (compulsory)
- Assistance with accessing and grading processes through partnerships (grading made compulsory)
- Tourism road signs e.g. Municipal roads
- Tour Guides
- Tour Operators

Tourism Associations

- The Tourism Association is the structure that comprises of the well establish and emerging tourism business owners.
- The aim of the structure is for the players in the industry to market and develop tourism in the area as a collective.
- The Municipality needs to support these structures because they contribute towards the growth of the local economy and job creation.
- The Harties Tourism Association is active in promoting and marketing tourism in the area

KPA 4: FINANCIAL VIABILITY

Financial Analysis

The financial strategies of a municipality should recognize the Constitutional and legislative mandate of local government in respect of developmental local governance (budget alignment to IDP priorities), as well as various financial reforms applicable to local government (viz. implementation of MFMA, GAMAP/GRAP etc.) – which now forces a paradigm shift in respect of municipal financial planning and management.

Madibeng Local Municipality is phasing a rapid development or growth, which essentially means that whilst there is infrastructure that requires continued maintenance and/or rehabilitation, there is a huge demand for new infrastructure to cater specifically for backlogs and previously under-served areas. This obviously requires significant resources, and as such Madibeng financial strategy has been determined based on the financial management reforms principles

The Council's Support to Indigent Households

The Council has a policy whereby household with monthly income of not more than two state pensioners allowance for the proceeding three consecutive months shall be receive subsidy from date of registration. Services are subsidized in terms of the approved policy.

We summarize below amounts and number of households subsidized in the previous financial year.

Free Basic Services	No of Households
Registered indigent	3 752
Free basic electricity (50 kwh) from Eskom	14 297
TOTAL	18 049

Total Budget

National Treasury has set out the requirements for funding the budget and producing a credible budget. Attention was given to Section 18(1) of the MFMA, which states that an annual budget may only be funded from:

- Realistically anticipated revenues to be collected;
- Cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
- Borrowed funds, but only for the capital budget referred to in section 17(2).

Achievement of this requirement in totality effectively means that a Council has „balanced" its budget by ensuring that budgeted outflows will be offset by a combination of planned inflows.

The 2017/18 MTREF has been compiled taking into account:

- GDP growth rate is forecasted to increase by 1.3 per cent in 2017 and to improve moderately over the medium term with to 2 per cent and 2.2 per cent in 2018 and 2019 respectively.
- The unemployment rate was 26.5 per cent in the fourth quarter of 2016.
- The Macro-Economic Performance and Projections such as headline inflation forecast. The inflation forecast is estimated to be as follows:

Fiscal Year	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Forecast	Forecast	Forecast
CPI Inflation	4.6%	6.4%	6.4%	5.7%	5.6%

Description	Approved Budget 2019/20	Adjustment Budget 2019/20	Budget Year 1 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/2023
	R'000	R'000	R'000	R'000	R'000
Operating Revenue	1 930 809	Refer to 2020/21 Municipal Budget for updated information			
Operating Expenditure	2 397 038				
Surplus/(Deficit)	(466 229)				
Capital Expenditure	357 935				
TOTAL BUDGET	(108 294)				

Summary of Projected Revenues

Description	Approved Budget 2019/20	Adjustment Budget 2019/20	MTREF		
			Budget Year 1 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/2023
	R'000	R'000	R'000	R'000	R'000
Property Rates	340 082	Refer to 2020/21 Municipal Budget for updated information			
Service Charges - Electricity revenue	528 047				
Service Charges-Water	168 676				
Service Charges - Sanitation revenue	41 476				
Service Charges - Refuse revenue	35 399				
Rental of Facilities and Equipment	1 423				
Interest earned - External Investments	6 162				
Interest Earned - Outstanding debtors	95 000				
Fines	2 025				
Licences and Permits	4 241				
Agency services	9 482				
Transfers and Grants – Operational	683 960				
Other Revenue	14 837				
Total Operating Revenue	1 930 809				

Proposed Tariff Increase Percentage

Description	Approved Previous Year 2018/19	Approved Current Year 2019/20	Budget Year 2020/21
Property rates	5.7%	5.6%	5.7%
Electricity	5.7%	5.6%	5.7%
Water	14.7%	5.6%	5.7%
Sewerage	14.7%	5.6%	5.7%
Refuse Removal	5.7%	5.6%	5.7%
Surcharges	5.7%	5.6%	5.7%
Other services	5.7%	5.6%	5.7%

Operating Expenditure

Severe constraints were placed on the development of the Operating Budget; however Council was conscious to keeping increases in expenditure, in line with the macro limits imposed by National Treasury. Furthermore, the Council will as required by the Municipal Financial Management Act to produce credible and balance budget. The following funding choices were considered when prioritizing the activities to be funded:

Description	Approved Budget 2019/20	Adjustment Budget 2019/20	Budget Year 1 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/2023
	R'000	R'000	R'000	R'000	R'000
Employee Related Expenses	452 117	Refer to Municipal Budget for updated information			
Remuneration of Councillors	31 910				
Bad Debts Provision	315 000				
Depreciation	502 902				
Repairs & Maintenance	99 570				
Interest : External Borrowing	109 183				
Bulk Purchases	644 300				
Contracted Services	154 060				
Indigents House Hold Subsidy	11 818				
General Expenses	136 615				
Total Operating Expenditure	2 457 475				

Capital Budget

The Capital Budget for the 2017/2018 financial year has been projected at R 301 million. It is an increase of R 42.7 million or 14% from the Adjustment Capital Budget. The two outer financial years the Capital Budget is projected at R 326.4 million and R 357.9.

The proposed Capital Budget is entirely based on the IDP priorities of the municipality in order to achieve National targets on service provision. The IDP as the principal strategic planning instrument has guided and informed the planning during the budget process.

PROJECT DESCRIPTION	Approved Budget 2019/20	Adjustment Budget 2019/20	Budget Year 1 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/2023
	R'000	R'000	R'000	R'000	R'000
MIG	322 935	Refer to 2020/21 Municipal Budget for updated information			
INEP	35 000				
Provincial Grant	–				
TOTAL FINANCING	357 935				

Description	Approved Budget 2019/2020	Adjustment Budget 2019/2020	Budget Year 1 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/2023
	R'000	R'000	R'000	R'000	R'000
Equitable share	625 845	Refer to 2020/21 Municipal Budget for updated information			
Financial Management Grant	1 955				
Expanded Public Works Programme	–				
Library Grant	–				
Municipal Infrastructure Grant	304 486				
Integrated National Electrification	22 000				
Total Grants & Subsidies	954 286				

The percentage of Capital Budget allocation per categories is as follows:

Priorities	2017/18	2018/19	2019/20
Water	41%	29%	31%
Sanitation	3%	21%	27%
Refuse Removal	0%	2%	2%
Roads, Storm-water & Taxi rank	44%	34%	29%
Electricity	5%	7%	10%
Community hall, Library and Cemeteries	2%	2%	0%
Sports and Recreational Facilities	4%	1%	1%
LED Programmes	0%	4%	0%

Financial Plan

1. INTRODUCTION

1.1 BACKGROUND

The budget for Madibeng Local Municipality is not fully funded as a result of previous incorrect budgeting and over commitments on the limited resources that the municipality can generate. The municipality is faced with a deficit of R - 594 683 for 2019/20.

1.2 THE PURPOSE OF THE FINANCIAL PLAN

- The Financial plan is aimed at securing the municipality's ability to meet its obligations to provide basic services and its financial commitments.
- Identify the key fiscal and service delivery problems of the municipality.
- Be designed to place the municipality in a sound and sustainable financial position.
- Develop strategies for reducing unnecessary expenditure and increasing revenue collection.
- Identify the human and financial resources needed to assist in resolving financial and service delivery problems.

2. KEY FOCUS AREAS OF THE FINANCIAL PLAN

2.1 REVENUE

Activities					Timeframe	Responsible Person	Financial Impact	
							2019/20	Status
1. Property Rates					January 2020	CFO, Manager: Revenue	30 000 000	In the first quarter the municipality was able to bill R99 472 000 and when you project it for 12 months it comes to R 397 890 000 which is R 127 890 000 more than the budget. This will be corrected during special budget adjustment. However it should be noted that the process of objections to the valuation roll is still on going and it may have an impact on the above projections.
- Implementation of new valuation roll								
Category	Count	Sum of Market Value	Tariffs	Rand Value				
Agricultural	5432	9 211 291 000	0,001929	17 768 580,34				
Business and Commercial	1381	6 401 960 000	0,011033	70 632 824,68				
Communal Land	332	652 378 000	0,001929	1 258 437,16				
Industrial	70	469 765 000	0,011033	5 182 917,25				
Mining	209	702 000 000	0,012791	8 979 282,00				
Multiple Purpose	192	2 357 310 000	0,001929	4 547 250,99				
Municipal	3851	405 499 000	0,013381	5 425 982,12				
Place of Public Worship	97	159 929 000	0,001929	308 503,04				
Private Roads	186	186 000	0,001929	358,79				
Privately owned open space	223	1 138 000	0,001929	2 195,20				
Public Service Infrastructure	578	406 555 000	0,001929	784 244,60				
Residential	41634	25 219 067 000	0,007715	194 565 101,91				
State Owned properties	224	817 036 000	0,019112	15 615 192,03				
Vacant Land	8174	2 159 663 000	0,015987	34 526 532,38				
Grand Total	62583	48 963 777 000						
Exclusion and rebates								
15000 impermissible				-4 818 094,65				
municipal				-5 425 982,12				
Place of Public Worship				-308 503,04				
Private Roads				-358,79				
Privately owned open space				-2 195,20				
Public Service Infrastructure				-784 244,60				
Total Revenue				348 258 024,08				
Rebates				-2 661 929,60				
Total Revenue				345 596 094,49				
In the 1920 Budget the municipality has projected R 270m for Property Rates however the calculations for the new valuation roll projects R 345m. In terms of the audited actuals the municipality achieved an average billing of R282m for the financials years 15/16, 16/17 and 17/18.								
The municipality anticipates to bill R300m for 19/20 with the 5% increase over the MTREF. The anticipated R30m will be Adjusted accordingly during February 2020.								

<p>2. Electricity</p> <p>Resolve tariff dispute between the municipality and Brits industrial Association (BIA).</p> <p>Replacement of 150 out of 212 faulty electricity meters in Brits and Hartbees at a cost of R 7 500 per meter</p> <p>Replacing 50 meters per year</p> <ul style="list-style-type: none">- 19/20 - 50 X R 7 500= R 375 000 and- Revenue (500kw X R1.84= R 920 X 50 = R 46 000 X 6months = R 276 000- 20/21 @ R1.94 tariff – R 375 000- 21/22 @ R 2.05 tariff – R 375 000	<p>July 2021</p> <p>Jan 2020</p>	<p>MM & CFO</p> <p>Director: ITS</p> <p>Manager: SCM Manager: Revenue</p>		<p>In terms of Financial Plan this item is expected to yield R 100m in the 2021/2022.</p> <p>Recently the municipality received a commitment in a form of settlement from one member of BIA of R42.8m by the end of October 2019.</p> <p>Purchasing of meters is at the final stage of tendering process.</p> <p>The service provider will be appointed by 01 November 2019.</p>																						
<p>3. Water and sanitation</p> <p>Installation and replacement of bulk water meters in Brits and Hartbeespoort targeting estate complex and businesses.</p> <p>Replacement of 15 at an average price of R 60 000</p> <ul style="list-style-type: none">- 19/20 – 5 x R 60 000 = R 300 000- Revenue 60kl x R29.65 = R1 779 x 182days = R 323 778 x 5- 20/21 @ R31.25- 21/22 @ R32.94	<p>Jan 2020</p>	<p>Director: ITS</p> <p>Manager: SCM Manager: Revenue</p>	<p>R 1 318 890</p>	<p>Purchasing of meters is at the final stage of tendering process.</p> <p>The service provider will be appointed by 01 November 2019.</p>																						
<p>4. Government Debt</p> <table><tr><th>Name of department</th><th>Total</th></tr><tr><td>Public Works (National)</td><td>14 115 295</td></tr><tr><td>Dept. of Public Works and Roads</td><td>542 096</td></tr><tr><td>Dept. of Education</td><td>7 794 077</td></tr><tr><td>Rural development and Agriculture</td><td>33 546 326</td></tr><tr><td>Social Development</td><td>-5,888</td></tr><tr><td>Health</td><td>6 863 182</td></tr><tr><td>Water Affairs</td><td>429 891</td></tr><tr><td>SANRAL</td><td>424 074</td></tr><tr><td>Other</td><td>38 607 997</td></tr><tr><td>TOTAL</td><td>R102 317 051</td></tr></table>	Name of department	Total	Public Works (National)	14 115 295	Dept. of Public Works and Roads	542 096	Dept. of Education	7 794 077	Rural development and Agriculture	33 546 326	Social Development	-5,888	Health	6 863 182	Water Affairs	429 891	SANRAL	424 074	Other	38 607 997	TOTAL	R102 317 051	<p>31 Dec 2019</p>	<p>CFO, Manager: Revenue</p>	<p>R52 317 051</p>	<p>The balance at the end of the 1st quarter remains the same</p> <p>We are still engaging departments to settle their accounts.</p> <p>Public Works will settle on 25 October 2019</p>
Name of department	Total																									
Public Works (National)	14 115 295																									
Dept. of Public Works and Roads	542 096																									
Dept. of Education	7 794 077																									
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Health	6 863 182																									
Water Affairs	429 891																									
SANRAL	424 074																									
Other	38 607 997																									
TOTAL	R102 317 051																									
<p>5. Other revenue items</p> <p>Implementation of credit control on Employees and Councilors</p> <ul style="list-style-type: none">- Councilors Debt : R 754 861- Employees Debt : R 6 886 126 <p>Payment arrangement will be entered into with both councilors and Employees through stop order on their salaries.</p>	<p>Aug 2019</p>	<p>Manager: Revenue, Manager: Expenditure</p>	<p>R 180 000 R 1 721 531</p>																							

2.2 EXPENDITURE AND COST CONTAINMENT MEASURES

Activities	Timeframe	Responsible Person	2019/20	Status
6. Develop, approve and implement cost containment plan - Overtime is budgeted is @17m - limiting it to 40hrs only would result in a saving of 7m - Acting allowance is budgeted@1,3m - filling of critical post will result in a saving of R 500 000 (MM,CFO, Director : technical Services, Director: Human Settlement - Other Expenditure - Reduction on Accommodation, travelling, Catering and also the introduction benchmarking of quotations prices	August 2019	CFO, Manager: Expenditure	R 7 000 000 R 500 000 R 7 000 000	Management of overtime was not implemented in the 1 st quarter as a result 61% of the total budget was spent. The cost containment committee is still in place, it assesses value for money on each requisition.

2.3 DEBT COLLECTION STRATEGY

Activities	Timeframe	Responsible Person	2019/20	Status
7. Appointment of panel of debt collectors • This will improve the collection rate and the impact will show on cash flow	August 2019	Manager: Revenue		Panel of Debt collectors is at the final stage of tendering process. The service providers will be appointed by 01 November 2019.

2.4. REPAIRS AND MAINTENANCE OF INFRASTRUCTURE ASSETS

- The municipality has budgeted R26m for Electricity Infrastructure assets maintenance and R31m for water and sanitation infrastructure assets on the 19/20 budget
- The municipality received R 21.8m from The Department of Water and Sanitation (DWS) for the implementation of a drought relief programme for twenty three (23) villages.
- And also DWS has allocated WSIG grant R25 million to eradicate the water and sanitation backlog within Madibeng. This will create a savings on the budget for the pump station.
- The above two grant will be included on the 19/20 Budget during the Budget Adjustment. The grants will add to what the municipality has budgeted for on repairs and maintenance of water and sanitation.
- The municipality intend to install bulk water meters on the city of tshwane bulk pipe line and also on our reservoir. We also going to install telemetry on our reservoir because currently we can't measure supply of water coming in and going out. Which makes it difficult to have accurate water loss.
- Major upgrade (of 20Ml/d) and refurbishment are in progress for the Brits water treatment plant funded by DWS (R40m). However, progress is very slow due to cash flow challenges. Borehole development to further augment water supply is a continuous programme.
- The majority of roads infrastructure networks within the Municipality are under the custodianship of the provincial department of Public Works Roads and Transport. The municipality has budgeted R 80m for internal roads in the Madibeng areas.
- There is a high heavy vehicle movement in Brits area due to existence of the Industrial area for the deliveries of both finished goods and raw materials. This subject the roads to overloading and incurs damages in the process.
- The municipality has developed Electricity Master Plan which is going to be tabled in the next council. However we have already started to implement some of the recommendations of the master plan.
- The electricity unit has developed a roster for planned maintenance which is carried out during public holidays.
- The municipality is in the process of installing smart meters in key areas.eg. brits, Hartbees and Elandsrand

CREDITORS AS AT 30 SEPTEMBER 2019

NW372 Madibeng - Supporting Table SC4 Monthly Budget Statement - aged creditors - Q1 First Quarter										
Description	NT Code	Budget Year 2019/20								
		0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181 Days - 1 Year	Over 1 Year	Total
R thousands										
Creditors Age Analysis By Customer Type										
Bulk Electricity	0100	67 536	64 588	38 510	9 335	–	–	–	27 323	207 293
Bulk Water	0200	28 627	7 348	29 193	974	1 348	10 035	898	55 932	134 356
PAYE deductions	0300	–	–	–	–	–	–	–	–	–
VAT (output less input)	0400	–	–	–	–	–	–	–	–	–
Pensions / Retirement deductions	0500	–	–	–	–	–	–	–	–	–
Loan repayments	0600	–	–	–	–	–	–	–	–	–
Trade Creditors	0700	7 884	21 585	3 014	9 161	5 971	3 582	–	–	51 197
Auditor General	0800	2 273	91	36	32	1 489	–	–	–	3 921
Other	0900	–	–	–	–	–	–	–	–	–
Total By Customer Type	1000	106 320	93 613	70 754	19 502	8 809	13 617	898	83 255	396 768

THE BULK ACCOUNTS AS AT 21 OCTOBER 2019

MADIBENG LOCAL MUNICIPALITY										
ACCOUNT STATUS AS AT 21 OCTOBER 2019										
NO	CREDITOR	CURRENT ACCOUNT	30 - 60 DAYS	60 - 90 DAYS	90 - 120 DAYS	120 - 150 DAYS	150 - 180 DAYS	180 - 365 DAYS	365+ DAYS	TOTAL
		R	R	R	R	R	R	R	R	R
1	CITY OF TSHWANE- WATER	11 175 545	11 000 129		21 087 146	6 716 845				49 979 665
2	CITY OF TSHWANE- ELECTRICITY	6 283 485	8 658 049							14 941 534
3	CITY OF TSHWANE - ELECTRICITY	775 087	1 078 991	1 037 029	788 394	654 110	651 792	531 254	9 335 325	14 851 982
4	ESKOM - BULK ACCOUNT	35 590 251	113 479 915	36 669 402						185 739 568
5	DWS								51 982 229	51 982 229
6	ESKOM - MARIKANA								18 323 366	18 323 366
7	RAND WATER	6 107 345	5 978 537							12 085 882
		59 931 714	140 195 621	37 706 431	21 875 540	7 370 955	651 792	531 254	79 640 920	347 904 226

- We have entered into a payment arrangement with Department of Water for the raw water we upstart from the dams for R1.5m plus the current account.
- We have a dispute with Magalies and the matter is at court now.
- City of Tshwane, Rand Water and Eskom the municipality is in the process of entering into a payment arrangement with them.

Financial Management Policies

Section 62 of Municipal Finance Management Act stipulates that municipalities are responsible for managing the finances, by ensuring effective, efficient and economic use of resources. Therefore proper financial management policies and procedures that can able financial planning, effective implementation of budget, reporting of actual expenditure and revenue and early introduction of necessary intervention measures will be critical in ensuring complete compliance with this legislative requirements.

The following financial management policies are forming part of the Budget and IDP Review:

- Budget Policy
- Rates Policy
- Credit Control and Debt Collection Policy
- Debt write off policy
- Cash Management and Investment Policy
- Indigent Policy
- Supply Chain Management Policy

Madibeng is currently fully reliant on grant funding to address the huge backlog in infrastructure. The taking up of loans for capital funding is also problematic due firstly to the affordability of loans given the municipality's current debt level, but also given the current collection level of the outstanding debtors. This then also impacts on Council's ability to address revenue allocation for previously unserved areas from internal resources.

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Water and Sanitation

GEOGRAPHY BY PIPED WATER FOR HOUSEHOLD WEIGHTED¹

	2011
Piped (tap) water inside dwelling/institution	35,662
Piped (tap) water inside yard	73,520
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	16,557
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	6,121
Piped (tap) water on community stand: distance between 500m & 1000m (1km) from dwelling /institution	2,906
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	2,016
No access to piped (tap) water	23,942
Above RDP Standard	125,739
Below RDP Standard	34,985
% Below RDP Standard	22%
Total Number of HH	160,724

Piped Water

The provision of water and sanitation services is the responsibility of a Water Services Authority (WSA). The MLM is a WSA in terms of the Municipal Structures Act (Act 117 of 1998) and is therefore responsible for providing water and sanitation services to all residents within its area of jurisdiction in an economical, efficient, sustainable and equitable manner.

The MLM is informed by the Water Services Act (Act 108 of 1997) which makes provision for access to, the planning of as, well as the management of water services (water and sanitation) and infrastructure. The National Water Act (Act 36 of 1998) relates to the management and protection of South Africa's water resources, including shared waters with neighbouring and inclusive countries. The MLM falls within the Crocodile (West) and Marico Water Management Area with the most prominent water resources being the Crocodile River and the Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam.

Sec.139 (1)b Implementation

- Municipality's Water and Sanitation services was placed under s139 of the constitution since 23 March 2015
- Department of Water and Sanitation has given Magalies water directive to assist with the operation of bulk services for water and sanitation
- Joint Operating Centre has been established by the Province

Overview : Water Services²

Demographics		
Item	Description	Comment
Total population	477,381	Projected to grow at 3.1 % per annum. The unemployment rate is 41.7 %.
No. of household consumer units	102,060 - Free Basic Water (All consumer in Madibeng receive Free Basic but subject to the current policy review)	Projected to grow at 3.1 % per annum. The number of households considered poor (income less than R1 100 per month) is 66 %.
Level of service		
Water backlog (households)	14,834 • Lack of leverage and funding to respond to demand • Lack of alignment of planning between municipality and private sector	Current projects to address the backlog 300m capital injection to address the backlogs
Supply and demand		
Water demand	57,700 MI/year (158)	Projected to increase at 10% per annum. An additional supply of 19 232 MI/year (52.9 MI/day) will be required by Year 5 to meet the demand at the current rate of loss.
Water supply Total of all the water scheme	35,703 MI/ year (98 MI/day)	Water supply is provided by Rand Water, Magalies Water, boreholes and a few private treatment plants. The supply includes 1,340 MI/year supplied to the mines by Madibeng. MI/day)

¹ STATS SA Census 2011

² Water Service Delivery Plan, 2012

Demographics		
Item	Description	Comment
Paid consumption	28,105 Ml/year (77 Ml/day)	Improved metering, billing and revenue collection is required to increase payment for water.
Total losses	29,595 Ml/year (81 Ml/day)	Includes physical (leaks) and managerial (unauthorised connections, unbilled connections, uncollected revenue) losses.
Percentage loss	51%	Anticipated to decrease by 10% per annum to 26 % at Year 5 through well managed leak repair programs and strategies to reduce unauthorised connections and improve metering, billing and revenue collection.
Treated effluent returned to resource	4,497 Ml/year (12.3 Ml/day)	Projected to increase at 10% per annum.

Households Water³

Level of Service	No of Households
No Formal Water Infrastructure	16,173
Total Below RDP Water Households	1,6504
No Formal Water Infrastructure Households	4,621
Piped water inside dwelling Households	44,325
Piped water inside yard Households	31,820
Distance Below 200m Households	16,014
Distance greater than 200m Households	8,863
Borehole Households	2,961
Spring Households	32
Rain-water tank Households	345
Dam/pool/stagnant water Households	250
River/stream Households	128
Water vendor Households	1,828
Other Water Households	2,039
Total households	217,394

Residential water services delivery access profile: Water³

The past year water services access profile is compiled from the water services planning baseline figure and includes as Year-4 (FY2011), the Census 2011 service level profile for the Local Municipality of Madibeng.

Census Category	Description	Year 0 FY2015		Year -4 FY2011	
		Nr	%	Nr	%
Piped (tap) water inside dwelling/institution	House connections	56 985	33%	35 655	22%
Piped (tap) water inside yard	Yard connections	77 453	45%	73 518	46%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	27 217	16%	16 551	10%
Sub-Total: Minimum Service Level and Above		161 655	94%	125 724	78%
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Standpipe connection: > 200 m < 500 m	4 071	2%	6 120	4%
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling/institution	Standpipe connection: > 500 m < 1 000 m			2 907	2%
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/ institution	Standpipe connection: > 1 000 m			2 016	1%
No access to piped (tap) water	No services	5 844	3%	23 931	15%
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/ institution	Standpipe connection: > 200 m < 500 m	4 071	2%	6 120	4%
Sub-Total: Below Minimum Service Level		9 915	6%	34 974	22%
TOTAL NUMBER OF HOUSEHOLDS		171 570	100%	160 698	100%

³ Interim Water Services Development Plan, 2016

Residential water services delivery access profile: Sanitation³

Census Category	Description	Year 0		Year -4	
		FY2015		FY2011	
		Nr	%	Nr	%
SANITATION (ABOVE MIN LEVEL)					
Flush toilet (connected to sewerage system)	Waterborne	46 005	27%	43 656	27%
	Waterborne: Low Flush	0	0%		0%
Flush toilet (with septic tank)	Septic tanks / Conservancy	17 497	10%	7 875	5%
Chemical toilet	Non-waterborne (above min. service level)	25 309	15%	1 575	1%
Pit toilet with ventilation (VIP)				13 668	9%
Other		0	0%		0%
Sub-Total: Minimum Service Level and Above		88 811	52%	66 774	42%
SANITATION (BELOW MIN LEVEL)					
Pit toilet without ventilation	Pit toilet	66 648	39%	78 285	49%
Bucket toilet	Bucket toilet			3 051	2%
Other toilet provision (below min. service level	Other	4 395	3%	3 276	2%
No toilet provisions	No services	11 716	7%	9 312	6%
Sub-Total: Below Minimum Service Level		82 759	48%	93 924	58%
TOTAL NUMBER OF HOUSEHOLDS		171 570	100%	160 698	100%

GEOGRAPHY BY TOILET FACILITIES FOR HOUSEHOLD WEIGHTED¹

	2011
Flush toilet (connected to sewerage system)	43 663
Flush toilet (with septic tank)	7 875
Chemical toilet	1 576
Pit toilet with ventilation (VIP)	13 671
Pit toilet without ventilation	78 295
Bucket toilet	3 049
Other	3 274
None	9 321
Unspecified	-
Above RDP Standard	145 080
Below RDP Standard	93 939
% Below RDP Standard	58%
Total Number of HH	160 724

Overview : Sanitation Services³

Level of Service	No. of Households
Total Below RDP Sanitation	42855
Flush Toilets Connected to sewerage system	44405
Flush Toilets connected to septic tanks	2444
Chemical Toilets	826
Pit latrine with ventilation	11735
Pit latrine without ventilation	37123
Bucket System	0
No Sanitation	4889
Total households	217394

¹ STATS SA Census 2011

² Water Service Delivery Plan, 2012

³ Interim Water Services Development Plan, 2016

Insufficient and Inadequate Infrastructure : Backlogs²

Water	Sanitation
<ul style="list-style-type: none"> • More than 80 % of the households have access to water services either bulk, full, intermediate, informal intermediate or basic supply. • Out of the estimated 102,060 households 14 834 (15.4 %) of the households do not have access to basic water supply. • The number of households with access to free basic water increased from 68 824 in 2004/5 to an estimated 75 706 in 2006/07. 	<ul style="list-style-type: none"> • 52 300 (51%) of the households do not have access to basic sanitation services. • RDP level of service (VIP) is at 9.5 % and > RDP at 39 %. • 1.8 % are servicing themselves in terms of intermediate services. • Of those with water borne sanitation, 83% of customers are serviced by Madibeng and an estimated 17% are servicing themselves using package plants. • Approximately 9 700 VIP's/Enviroloos are in use in Madibeng but the majority of rural scattered areas only have a very basic sanitation system i.e. pit latrine or septic tank. Provision is made in the long term to assist these consumers with sanitation. • The mine villages, hostels and offices and the forestry villages have access to water borne sanitation systems. The sewage is treated by private waste water treatment works, 33 septic tank systems or package plants.

Water Purification Plants²

Brits Water Purification	Hartbeespoort Water Purification	Challenges
<p>The present design capacity of the plant is 60 MI per day and extracts its raw water directly from the Crocodile River downstream from the Hartbeespoort Dam. The current 60MI/d capacity was only planned to cater for the former Brits Council only.</p> <ul style="list-style-type: none"> • Water Supply from Brits increased to previously marginalized areas <p>The water works is critically overburdened and has serious capacity shortfalls in terms of water quantity</p> <p>Demand is 80 MI per day and in Peak Season 108MI per day</p> <p>The Brits plant is currently being upgraded from 60 MI per day to 80MI per day. The project started in 2014 and it's expected to be complete by end of 2020.</p>	<p>The design capacity of this plant is 10 MI per day and extracts directly from the Hartbeespoort Dam</p> <p>Over utilized as demand is 11MI per day Demand in peak season is 15MI per day</p>	<ul style="list-style-type: none"> • Poor Raw Quality from the Dam • Lack of bulk infrastructure to unlock development potential • Mines disproportionate consumption of potable water • Influx caused by the mines • Lack of water reticulation infrastructure in predominantly rural and tribal areas • Some areas cannot be developed due to shallow mining and environmental sensitivities • Illegal land invasion/squatting • Ageing Equipment at the works compromising quantity and quality • Utilization of old and outdated Technology due to funding constraints

Water Schemes²

Component	Description of the main functional tasks	Responsibility/Challenges
Brits Water Scheme	Supplies Brits, Sonop and Oskraal, Lethlabile, Madidi, Oukasie	Madibeng
Hartbeespoort Water Scheme	Supplies Hartbeespoort area, Kosmos, Schoemansville, Xanadu Kommandonek, Meerhof and Melodie	Madibeng/DWAF
North East ODI1 Water Scheme	Supplies Kgabaletawane, Hebron, Erasmus and Klipgat	Sandspruit/City of Tshwane, Currently water restriction despite bulk account payments
West Water Scheme (West ODI2)	Supplies Segwalene, Modderspruit, Majakaneng, Bapong, Wonderkoppies, Western Plants and Barnardsvlei	Rand Water
Hartbeespoort South Supply Scheme	Provision of water the settlements in Kalkheuweil, Ville D'Afrique, Ille du Lac, Rubena, Pecan Wood, Eagles Landing, Kudala, Club Nautique, Bayshore, Lakeland, Kingfisher Village, Skeerpoort, Mount Cashan	Madibeng
Ward Scheme (Boreholes)	Rural settlements: Kwarriekraal West, Kwarriekraal South, Kwarriekraal, Klipvoorstad, Ga-Rasaii, Assen, Fafung, Jonathan, Sephai, Boikhutsong Informal, Boikhutsong Informal East, Legonyane, Ga-Tsefoqe, Koedoespoort North, Koedoespoort, Makkgabelwane, Ga-Moti, Garantlapane, Beestekraal	Currently Declared as a Rural Ward Awaiting Council Resolution

² Water Service Delivery Plan, 2012

Existing Pump Infrastructure²

Pump station site name	Reservoir / zone supplied	No. of pumps	Remarks
Raw Water Pump station	Brits Water Treatment plant	8	Parallel
Lethlabile Tower	Lethlabile Tower	1	Ns
Mothutlung	Mothutlung	3	Parallel
Brits Town	Brits Reservoir	5	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Elandsrand Pump station	Elandsrand	4	Series & Parallel
Bapong Pump station	Brits Bulk Supply	3	Parallel
Mothutlung	Mothutlung	3	Parallel
Mmakau	Mmakau Reservoir	3	Parallel
Total		36	

Hartbeespoort Infrastructure²

Kommandonek WPP Pump station	Kommandonek Reservoir	Pumps	Parallel
Kosmos East Booster Pump	Kosmos East Upper	1	Parallel
Schoemansville WPP	Schoemansville & Karel streets	2	Parallel
Schoemansville Booster Pump	Schoemansville high level zone	1	

Water Losses

- Network losses : 55% unaccounted for water losses
- Technical losses – 20%
- Non Technical losses – 35% (mainly illegal connections)

Wastewater Works²

Brits Wastewater	Mothutlung	Rietfontein	Lethlabile
Capacity 12 MI/day Current load 9 MI/day Compliance – 30% Technology New Plant Modified UCT Old Plant Bardenpho Discharge Effluent to Crocodile River	Capacity 1 MI/d Current load 0.4 MI/day Compliance – None (Vandalized) Technology Biofiltration Pond System Discharge Effluent to Kgowa Spruit	Capacity 5 MI/d Current load 3 MI/day Compliance – 50% Technology New Plant Modified UCT Old Plant Bardenpho Discharges to the Swartspruit	Capacity 3 MI/d Current load 2 MI/day Compliance – 20% Petro System Ramogathle Spruit

The wastewater treatment plant treats predominantly domestic effluent with the exception of Brits wastewater which treats domestic and industrial effluents. The municipality has secured grant funding for the rehabilitation of four wastewater system, i.e. bulk wastewater infrastructure as well as connector pumps stations. The objective is to upgrade the existing waterborne sewer system to meet the technical and operational requirements in order to render sewer services in a sustainable manner. All upgrade actions will be conducted in alignment with Green drop requirements.

The scope of the four wastewater treatment (Lethlabile, Brits, Rietfontein and Brits wastewater works, involves the upgrading of the electrical-, mechanical-, civil- safety- security- and communication instrumentation components. The rehabilitation is a multi-year implemented project

Mothutlung Waste Water Treatment Works was vandalized due to community unrests during October 2018. The plant is in complete shut down and interventions to refurbish are urgently needed

The Local Municipality of Madibeng owns most of the water services infrastructure which has been established to service its urban- and rural settlements. The following water supply schemes services the Madibeng customers:

1. **Brits Water Supply Scheme:** supplying treated water to the Brits urban centre including Oukasie, Elandsrand and Damonsville as well as rural dense communities to the west, and north-east of Brits including Bapong, Modderspruit and Majakaneng to the west Mothutlung and Mmakau to the east and Lethlabile, Maboloka, Rabokala, Lerulaneng, Ntsopilong, Rankotia, Lethabong, Lethlakaneng, Jericho and Madidi to the north-east. Bulk water connections have also been established to the Sonop urban settlement to the west of Brits, Losperfontein and the De Kroon Mine.

Raw water is abstracted directly from the Crocodile River downstream from the Hartbeespoort Dam and treated at the Brits Water Purification Plant which has been supplied with a capacity of 60 MI/d. Treated water is pumped via eight (8) pump stations to several bulk reservoirs to supply potable water to approximately 86 000 households as well as to several mines, industries, businesses and public amenities.

Due to the rapid expansion of the Brits Water Supply Scheme, the capacity of the bulk water infrastructure including the capacity of the water treatment plant, is insufficient to cater for the demand. The capacity of the Brits Water Purification Plant is currently being increased by 20 MI/d as funded through the Department of Water and Sanitation's Regional Bulk Infrastructure Programme (RBIG).

It should be highlighted that as a result of the capacity restrictions of the Brits Water Supply Scheme that several boreholes have been established or re-commissioned in several of the settlements which are being supplied by the scheme in order to augment the bulk water supply.

2. **Hartbeespoort (Schoemansville) Water Supply Scheme:** supplying water to the urban settlements established to the north of the Hartbeespoort Dam including Schoemansville, Kosmos, Caribbean Beach and Kosmos Ridge as well as a bulk water supply point to the Magalies Golf Estate. The scheme also extends to Melodie, Ifafi, Xanadu and Meerhof on the eastern banks of the Hartbeespoort dam, however due to capacity restrictions, bulk water supply to these residents are augmented from the Rand Water (Pelindaba) bulk water scheme.

Raw water is abstracted directly from the Hartbeespoort Dam and treated at the Hartbeespoort Water Purification Plant which has been supplied with a capacity of 10 MI/d. Treated water is pumped to the surrounding area as well as to the Kommandonek Reservoir from where it is supplied mostly via gravity to approximately 5 700 households as well as to several businesses and public amenities. Two (2) booster pump stations are operated to ensure adequate supply to high lying areas in Schoemansville and Kosmos East.

2. **North East ODI 1 Water Scheme:** bulk water is supplied from the City of Tshwane to service the settlements of Mmakau (eastern portion), Kgalabatsane, Hebron, Klipgat (including Mapoch) and Dipompong, Moiletswane and Buffelsdoorn. It should be highlighted that the infrastructure supplying water to these settlements formed part of the historic Rand Water ODI 1 scheme, of which the components within the Madibeng area of jurisdiction was transferred to Madibeng, except for the bulk pipeline through Hebron and the Ga-Rankuwa Industrial Reservoir which was transferred to the City of Tshwane as a result of agreement reached between the City of Tshwane and the Local Municipality of Madibeng.

Approximately 22 000 households are serviced through this scheme, however, bulk water supply restrictions are in place due to capacity restrictions in the City of Tshwane ODI 1 scheme. In order to augment the bulk water supply, boreholes are being established or re-commissioned.

3. **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.

4. **16 off Rural Water Supply Schemes** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:

- | | |
|---------------------------|-------------------------|
| • Kwarriekraal | • Ga-Tshefoqe |
| • Klipvoor | • Ga-Moti |
| • Ga-Rasai | • Ga-Rantlapane |
| • Mankgekgetha & Jonathan | • Kgomo-Kgomo (Rooival) |
| • Fafung | • Shakung |
| • Sephai | • Madinyane |
| • Makgabetlwane | • Ga-Tsogwe |
| • Legonyane | • Mmakaunyane |

It should be noted that several of the Madibeng settlements are not serviced by the municipality including private developments to the south of the Hartbeespoort dam as well as many rural scattered communities.

The following wastewater treatment schemes have been established to provide wastewater collection- and treatment facilities to certain communities in the Local Municipality of Madibeng:

Brits: a 14 MI/d WWTW which serves Brits, Oukasie, Elandsrand, Damonsville and Mothutlung Ext. 1 and Ext 2

Hartbeespoort (Rietfontein): a 7 MI/d WWTW which serves Schoemansville, Melodie, Meerhof, Ifafi and Xanadu Exo Park

Lethlabile: a 3 MI/d WWTW which serves Lethlabile

Mothutlung: a 1 MI/d WWTW which serves Mothutlung excluding Ext 1 and Ext 2

There are also several sewage treatment plants which have been established by others including:

- Sonop
- Mooinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

In addition to numerous localized groundwater supply schemes, 4 water supply schemes as well as 4 wastewater schemes are to be operated by the local municipality in line with existing regulations and standards.

The Local Municipality of Madibeng performs most of the water services provision function within its area of jurisdiction. There are however also the following additional Water Services Providers:

- Magalies Water Board: is the Water Services Provider for the rural water supply schemes which relies predominantly on groundwater;
- City of Tshwane: is the bulk Water Services Provider for supplying bulk water to the North East ODI 1 Water Scheme
- Rand Water: is the bulk Water Services Provider for supplying bulk water to the West Water Scheme (West ODI 2) as well as augmenting bulk water to the Hartbeespoort (Schoemansville) Water Supply Scheme and other industries and mines within Madibeng
- Mines: several of the mining companies are responsible for the water services provision of its housing areas, example Mooinooi
- Private Institutions: several developments and other institutions are responsible for water services provision for its own premises example, Pelindaba, Pecanwood Estate, etc.
- Department of Public Works: is responsible for water services provision in Losperfontein

Water Service Development Plan

The Water Service Development Plan has been completed for 2011/2012. A review is underway on route to Council and is subject to public participation for final approval and adoption. An Interim Water Services Development Plan was developed during 2016 for incorporation in the IDP as prescribed by the Water Service Act, Act 108 of 1997 and features on pages 139 to 142 of this document.

Provision of Water Services

The Municipality is a water services authority and provides 50% of water to consumers and the rest is provided by Rand water and Odi retail.

Water Priority	Water Need Description	Population	Households	Households with Access	%Diff
Definition 1	No Water Services	45853	9589		
Definition 2	Inadequate RDP Infrastructure Need: Extension	0	0		
Definition 3	Inadequate RDP Infrastructure Need: Upgrade	24536	5315	5315	
Definition 4	Inadequate RDP Resource Need	0	0		
Definition 5	Inadequate RDP Management Need: O&M	0	0		
Definition 6	Inadequate RDP Management Need: Refurbishment	0	0		
Definition 7	Inadequate Housing Interim Solutions	0	0		
Definition 8	Inadequate Housing Permanent Solutions	0	0		
Adequate:	Stand Pipe	236212	50636	50636	
Adequate:	Yard Connection	29015	7131	7131	
Adequate:	House Connection	120593	25602	25602	
TOTALS		456209	98274	88684	90.24%

Residential Consumer Units

Water Source	Water Level	Population	%	No of Households	Demand l/c/d
Unaccounted for	Not specified	2,341	0.42	429	ns
None own resources	Stand pipe Type 1 (<RDP)	24.536	5.4	5.511	10
Rural RDP	Stand pipe within 200m of all consumers Stand pipe-Type II (RDP)	211.308	46.5	47.458	25
Rural Low`1	Formal planned system	26.682	5.9	6.022	34.5
Rural Medium`2	Formal planned system urban yard connection	57.352	12.6	13.699	169
Specific`3		10.654	2.3	41	
Urban Low`4	Formal planned system-urban yard connection	57.352	12.6	13.699	169
Urban High`5	Formal full reticulation	62.033	13.7	14.000	210
Total		456,637	100	102,060	

1. Rural Low refers to 80% Stand Pipe Connection, 15% rural yard connection and 5 % rural house connection.
2. Rural Medium refer to 60% rural yard connection 20% rural house connection and 20% RDP Stand Pipe Connections
3. Specific means private (mines, Industrial areas etc.)
4. Urban Low refers to 75% urban house connection and 15% urban yard connection.
5. Full formal Reticulation refer to 100% urban house connection.

No. of Households With No Access to Basic Level of Services (Current Backlogs)

Service	Backlog (households)	Total Cost
Water including bulk	17 500	R115m
Sanitation including bulk	40 428	R210m

² Water Service Delivery Plan, 2012

Electricity

GEOGRAPHY BY ENERGY OR FUEL FOR LIGHTING FOR HOUSE HOLD WEIGHTED¹

	2011
Electricity	130 164
Gas	249
Paraffin	3 504
Candles (not a valid option)	25 800
Solar	430
None	576
Unspecified	-
Other forms of lighting	30 129
% No electricity for lighting	23%
Total Number of HH	160 724

The Municipality is an authorized energy distributor (NER/D/NW372) within the demarcated region as per the license issued by NERSA supplying electricity to Brits, Letlhabile, Hartebeespoort and Ifafi. The energy/electricity distribution from the utility Eskom is facilitated by means of four main Municipal distribution substations. The intake points totals 185MVA installed capacity thus at Letlhabile, Brits Munic, Brits Industries and Ifafi substation. The Madibeng population served with different forms of energy is 160724 with majority supplied by Eskom and City of Tshwane.

City of Tshwane supplies bulk electricity to Ifafi and Hartebeespoort area in the main residential estates such as Peacon Wood, Xanadu and Kosmos. Eskom supply region constitute in the main Mining, Tribal areas, Farming communities, Mothutlung, Mmakau, Mining villages and Settlements, Skeerpoort area and plots. On annual basis a funding Agreement is entered into and between the Municipality and Eskom for the Indigents in the Eskom distribution region.

Total registered Municipal consumers is 27,757 categorized as: 20,842 domestic prepaid, 5,189 domestic credit meters, 1,280 commercial and 446 Industrial customers. The Municipality does have an indigent Policy and qualifying registered indigents do receive the subsidy.

The installed and demand capacities of the Municipal intake points are outlined below for ease of planning and forecasting electricity loading:

Letlhabile (20 MVA)

- Existing demand = 16 000 kVA
- Available spare capacity = 4 000 kVA

Brits Industrial (including Damonsville, Elandsrand and Oukasie)

A transformer capacity of 80 MVA of which one 20 MVA transformer is deemed as standby.

- Existing demand = 35 000 kVA
- Spare capacity = 25 000 Kva

Brits (including Primindia) (60 MVA) (60MVA Transformers the property of ESKOM)

- Existing demand = 35 000 kVA
- Spare capacity = 25 000 kVA

Hartebeespoort-Main Ifafi Substation(30MVA)

- Existing Demand = 18 MVA
- Available capacity= 2 MVA
- (25MVA transformer property of Tshwane)

Mothutlung is serviced directly by Eskom.

The total available electricity supply to the Brits Eskom Region (an area much larger than the former Brits Local Council Boundaries) is 570 MVA. The current demand within this distribution region is 477 MVA, which leaves an approximate spare capacity of 93 MVA.

Skeerpoort Area

Eskom is responsible for the distribution of electricity in the area of Skeerpoort.

The Rural Areas, Villages and Hartbeespoort

Eskom is the licensed supply authority for the rural area of the Brits and Odi I districts. The Brits town is the licensed supply authority within the area of jurisdiction of Madibeng, including the Hartbeespoort town.

Tshwane Metropolitan Council has taken over the former Western Gauteng Services Council, but it is within the Madibeng Licensed Area of supply. Negotiations are currently underway with Tshwane that those areas be supplied with electricity by Madibeng, such as Pecanwood, Kosmos and Xanadu.

Eskom is responsible for the provision of bulk supplies to all the licensed supply authorities mentioned above. Tshwane is responsible for the bulk supply to Hartbeespoort.

From available information it is estimated that approximately 30% in the Odi1 are serviced, involving mainly house connections in the urban areas. The smaller villages in the rural areas have the greatest backlog. Bojanala Platinum District Municipality and Eskom are responsible for electrification of villages within Madibeng outside the licensed area of jurisdiction.

The principal obstacles to improving access to energy sources in rural areas are limited distribution network and the high initial costs of extending it; the recurrent cost of conventional energy supplies; and the lack of information for poor people about alternative energy sources including possible sources of finance.

The main policy considerations currently under discussion include the following:

- Rural electrification drive for homes, schools, clinics, small businesses
- Policies to secure fuel wood supplies:
- Petroleum fuels:
- The development of rural service centres
- Other policies deal with the health and environmental impact of coal use, thermal efficiency of homes, the energy end-use efficiently of domestic appliances, financial assistance for equipment and bulk buying, improved dissemination of solar water pumps, and also solar heaters as a potential cost effective water-heating option.
- Small scale Embedded Generation (SSEG) Policy and tariff structure.

Electricity Connections

LEVEL OF SERVICE	HOUSEHOLDS		
	MADIBENG	ESKOM	TSHWANE
Above RDP	26 800	45 000	8 000
Backlog	1 250	12 000	4 500
Total	28 050	57 000	12 500

No. of Households With No Access to Basic Level of Electricity (Current Backlogs)

Service	Backlog (households)	Total Cost
Eskom	12 950	R200m
Municipality	2 980	R44,0m

Area Description	Ward No	No of Households	Area Description	Ward No	No of Households
Bapong		300	Scheerpoort Phase 2		350
Majakaneng X2		540	Bokfontein		529
Segwaelane		100	Sunway Dev. Phase 2		500
Kgabalatsane Phase 1		500	Mothotlung Phase 2		500
Letlakaneng		500	Oukasie Proper		500
Maboloka		250	Kgabalatsane Phase 3		753
Kgabalatsane Phase 2		500	Makgabetlwane		500
Klipgat C		158	Oskraal		200
Mothotlung X2 Phase 1		500	Regorigile		400
Sunway Dev. Phase 1		500	Hebron/Beverley Hills		800
Refentse		168	Shamburg		1000
Mooi-nooi Phase 1	27	350	Mabaloka		1000
Scheerpoort Phase 1		350	Damonsville		1000
Mooi-nooi Phase 2	27	350			

1 STATS SA Census 2011

Roads

From a glance there is more tarred road infrastructure in the southern region than any other area in the MLM. The southern quadrant is characterised by a national highway and several regional and secondary roads. The northern side however has one regional road and plenty of secondary roads.

The N4 (Platinum highway) is the only national freeway found in MLM. It stretches on the south of Brits and the north of Magaliesberg mountain range. On the west it links to Rustenburg until the Trans-Kalahari Corridor, while it links up to City of Tshwane. On the Southern side N4, the R104 runs parallel until it merges into R560. The latter road stretches from the south of Magaliesberg and ends south of the N4 where it merges into the R511. From the R51, the R513 runs similarly to the R104 but in the easterly direction.

The R566 (Pendoring Street) in the south east of Brits links Madibeng to the Ga- Rankuwa in City of Tshwane. In the westerly side, the R566 branches off on from the N4 at Modderspuit and spreads in a north westerly direction. In the northern side of MLM, the R511 (Hendrick Verwoerd) is the only regional route that stretches along the Crocodile River and all the way to Elandsberg. The north eastern side of the MLM is dominated with secondary gravel roads.

Roads in Brits Town

Area	Surfaced Roads (Km)	Gravel Roads (Km)
Brits	125	0
Lethlabile	56.5	44.5
Mothutlung	13.6	18.4
Damonsville	6	5.1
Oukasie	15	28
Total	216.1	96.0

Roads in rural areas surrounding Brits Town

Area	Distance (Km)
Itsoeng bus route	3.0km
Roma road	2.3km
Roma road ext.	2.0km
Maboloka	4.2km
Sofasonke	3.0km
Wonderkop	11km
Sephai (BPDM)	2.5km

Roads in Hartbeespoort Town

Area	Surfaced Roads	Gravel Road
Bokfontein	2 230m	1 6060m
Broederstroom	10 560m	4 350m
De Rust	19 300m	
Eagles Landing	1 980m	
Glenogie	960m	
Hartbeesfontein	2 240m	
Hartbeespoort	5 240m	
Ifafi	12 020m	
Kalkheuvel	5 540m	220m
Kosmos	6760m	
Leeuwenfontein	22 980m	4 590m
Meerhof	6 380m	
Melodie	12 284m	
Rietfontein	5 740m	16 260m
Skeerpoort	1 200m	
Schoemansville	24 800m	
Syferfontein	1 140m	9 970m
Weldaba	5 920m	
Welgegund	2 480m	
Randfontein	10 040m	
Total	159 794m	51 540m

Roads in rural areas surrounding Hartbeespoort Area

Area	Surfaced Roads
Magalies Estate	4km
Pecanwood	8km
Ifafi	4km
Xanadu	6km
Melodie	3km
Hebron Cove	5km
Ville De Afrique	4km
Kosmos X6	2km

Road lengths as per area:

No.	Location Covered	Paved-Asphalt (m)	Paved-Double surface (m)	Block Paving	Unpaved (m)
1	Ifafi	17 903.60			
2	Kosmos	10 250.00			
3	Meerhof	5 405.00			
4	Melody	3 991.40			
5	Schoemansdale	243.00			
6	Elandsrand		16 607.00		
7	Erasmus				14 120.00
8	Garasai				30 636.00
9	Hebron		9 865.00		81 363.00
10	Jericho		100 036.00		17 760.00
11	Kgabalatsane				71 156.00
12	Klipgat		7 765.00		71 812.00
13	Lekgema				14 080.00
14	Lethabong		300.00		26 180.00
15	Letlhakaneng		930.00		15 619.00
16	Maboloka		4 395.00		95 302.00
17	Makaunyane		2 790.00		26 489.00
18	Moiletswane		3 355.00		39 460.00
19	Mothotlung		10 400.00		596.00
20	Oskraal		9 860.00		5 243.80
21	Ramogodi		2 135.00		15 605.00
22	Rooiwal				13 521.00
23	Segwaelane		370.00		43 826.00
24	Shakung		13 520.00		21 285.00
25	Valboslot		990.00		19 784.00
26	Bapong		8 555.00		147 011.20
27	Brits		139 995.00		
28	Damonsville		7 365.00		52 025.70
29	Fafung		8 060.00		25 646.00
30	Jakkalsdans		1 660.00		46 485.00
31	Klipvoorstad, Legonyane, Sephai		2 460.00		105 147.70
32	Letlhabile		49 303.00		77 079.40
33	Madidi		15 330.00		67 466.00
34	Madinyane, Ramogodu, Makgabetlwane		17 675.00		92 315.00
35	Majakaneng		4 180.00		52 012.00
36	Sonop		4 810.00		5 040.00
37	Mmakau				79 581.40
38	Mooiwooi		30 926.90		515.00
39	Oukasie		21 429.90		120 182.70
40	TOTAL(s)	37 793.00	495 067.80		1 494 344.90

Roads and Stormwater master plan is a critical planning tool the Municipality to possess in order to ensure sustainable planning, maintenance and to addressing backlogs.

The Expanded Public Works Programme (EPWP)

The Expanded Public Works Programme (EPWP) is one element within a broader government strategy to reduce poverty through the alleviation and reduction of unemployment. Phase I of the Expanded Public Works Programme commenced on 1 April 2004 and had the goal of creating 1 million work opportunities over its first five years. Phase II of the EPWP will be implemented over the 2009-2014 financial years with the aim of creating 2 million full time equivalent jobs (or 4.5 million work opportunities) by the end of the period.

The Expanded Public Works Programme (EPWP) has its origins in Growth and Development Summit (GDS) of 2003. The GDS agreed that public works programmes '*can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities*'. The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work & sustainable livelihoods, education, health; rural development; food security & land reform and the fight against crime & corruption. EPWP subscribes to outcome 4 which states "*Decent employment through inclusive economic growth.*"

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. The Municipality is in process of developing Policy on EPWP to better align commitments and operations

EPWP Sectors

The EPWP creates work opportunities in four sectors, namely, Infrastructure, Non-State, Environment & Culture and Social, through:

- increasing the labour intensity of government-funded infrastructure projects under the Infrastructure sector,
- creating work opportunities through the Non-Profit Organisation Programme (NPO) and Community Work Programme (CWP) under the Non-State sector, and
- Creating work opportunities in environment and culture programmes in the Environment and Culture sector.
- creating work opportunities in public social programmes under the Social sector,
- The EPWP also provides Training and Enterprise Development support, at a sub-programme level.

EPWP Approach / Methodology

Based on the sector classification above, the EPWP cuts across all the Municipal Departments. Each department is required to make a systematic effort to target the unskilled and unemployed and developing plans to utilise their budgets to draw significant numbers of the unemployed into productive work, in such a way that workers are given an opportunity to gain life and job specific skills while they work to increase their chances of getting out of the marginalised pool of unemployed people.

Proposed Madibeng Local Municipality EPWP Programs

EPWP Coordination

Madibeng Local Municipality need a concerted effort to optimise its contribution in the National targets by increasing the creation of work opportunities and also tap into the R4.1 Billion that has been allocated for the wage incentive over the MTEF. The EPWP Unit in consultation with all departments is responsible for the overall EPWP facilitation and implementation for the Municipality

Establishment of EPWP Unit and the Steering Committee with the following responsibilities:

- Compiling an EPWP policy frame work
- Compiling an EPWP Management Plan Setting overall EPWP targets;
- Dedicated labour intensive maintenance programs which have the potential to provide regular employment to large numbers of people.
- Skill development and training on the program
- Monitoring the implementation of EPWP projects against the KPI's; sector plans and targets;

Job Creation Targets and the EPWP grant Allocation

While the second phase is a continuation of the first phase in many ways, phase II introduces the following changes:

a- EPWP Phase II the created the primary output of the programme defined as the number of full time equivalent jobs (FTEs); This aims to significantly expand the number of temporary work opportunities and increased duration of these work opportunities offered to provide increased income to the poor and unemployed.

b- Locating clear political and administrative accountability for EPWP targets across all spheres of government and formally mobilising all spheres of government and public bodies to take ownership of, and contribute to the EPWP targets through the signing of intergovernmental protocols or agreements.

c- Introduction of tailor made EPWP incentives for different spheres and sectors. For provinces and municipalities:

A schedule 8 conditional EPWP Incentive Grant is a grant for Provinces and Municipalities - which is a performance based incentive paid for implementing Infrastructure; Environment and Culture programmes using EPWP principles and Guidelines; as a reimbursement of the cost of minimum wages for work created. Its intention is to increase work creation efforts by giving a financial Performance reward. The more work created, the higher the portion of the incentive reward is disbursed.

A schedule 5 Social Sector EPWP Incentive Grant is an allocation provided to public bodies implementing social sector EPWP programmes in line with an approved business plan. The intention is to provide funding to performing programmes to expand the coverage and reach of these social sector EPWP programmes and also expand the number of longer term work opportunities created to support these services.

HOUSING AND LAND USE MANAGEMENT

Housing Services

GEOGRAPHY BY TYPE OF DWELLING FOR HOUSEHOLD WEIGHTED¹

	2011	
House or brick/concrete block structure on a separate stand or yard or on a farm	83 100	51.70%
Traditional dwelling/hut/structure made of traditional materials	1 163	0.72%
Flat or apartment in a block of flats	2 031	1.26%
Cluster house in complex - Semi-detached house, Townhouse (semi-detached house in a complex) and Semi-detached house	2 755	1.71%
House/flat/room in backyard	4 438	2.76%
Informal dwelling (shack; in backyard)	15 086	9.39%
Informal dwelling (shack; not in backyard; e.g. in an informal/ squatter settlement or on a farm)	48 212	30.00%
Room/flatlet on a property or larger dwelling/servants quarters/granny flat	2 808	1.75%
Caravan/tent	229	0.14%
Other	900	0.56%

Status Quo & Backlog

Housing profile

The housing profile below indicates inter alia, the following characteristics in Madibeng:

- The number of household has grown substantially in the past 10 years.
- Housing need has increased substantially as indicated by a combination of figures for traditional dwellings made of traditional materials: informal dwellings in back yards as well as informal dwellings or shacks in informal settlements.
- There is a substantial increase in informal settlements or families living in informal settlements.

Table Comparative Municipal Housing Profile (2001, 2007 & 2011)

HOUSING TYPE	No of Households			% of Households		
	2001 ²	2007 ³	2011 ¹	2001	2007	2011
House or brick structure on separate stand	55242	47217	83 100	58.0	49.0	51.70%
Traditional dwelling made of traditional material	3143	1253	1 163	3.3	1.3	0.72%
Flat in block of flats	571	482	2 031	0.6	0.5	1.26%
Town/cluster/semi-detached house	381	1156	2755	0.4	1.2	1.71%
House/flat/room in backyard	1524	3469	4438	1.6	3.6	2.76%
Informal dwelling or shack in back-yard	7905	7902	15 086	8.3	8.2	9.39%
Informal dwelling or shack in informal settlement	25525	27848	48 212	26.8	28.9	30.00%
Room/flat not in backyard but on shared property	667	2794	2 808	0.7	2.9	1.75%
Caravan or tent	286	385	229	0.3	0.4	0.14%
Workers hostel (bed or room)	0	3565	0	0.0	3.7	0.00%
Other	0	289	900	0.0	0.3	0.56%
TOTAL	95244	96361	160 722	100.0	100.0	100%

1=Statistics SA, Census 2001

2= Statistics SA, Community Survey 2007

3=Statistics SA, Census 2011

Housing Need & Backlog

According to Stats SA Census 2011, the total estimated housing backlog for the whole of Madibeng Local Municipality is approximately 64 463 units. Assuming a 5% annual growth rate, the housing demand for the 2013/14 financial year can be projected to 71 071 units.

Informal Settlements

Madibeng is challenged by a high number of informal settlements. Currently there are over 48 informal settlements which have about 36499 households which depicts an increase number. The above are as a result of immigration because of mining in the area, farm eviction, beneficiaries that don't qualify mostly because they are working in the mines and mines don't provide housing for them and some have properties where they come from.

Based on the housing profile of Madibeng LM, the number of informal dwellings/shacks has almost doubled in the past 10 years. This implies that 30 % of the population of Madibeng is residing in informal settlements.

The following informal settlements are on record as existing in Madibeng according to the informal settlement atlas dated:

Madibeng Local Municipality: INFORMAL SETTLEMENTS STATUS										
No.	FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
							Water	Sewerage	Access	Electricity
01	372-1	Noordkamp	144	MLM	Relocate	New proposed area next to R511 of ± 30 ha for 1 500 units	Stand pipes	Pit latrines	Gravel	None
02	372-2	Clinic Section	67	Archdiocese of Pretoria	Relocate					
03	372-3	Phase 2	450	MLM	Relocate					
04	372-4	Oukasie Ext 5	71							
05	372-5	No Name	6							
06	372-6	Oukasie Ext 5	83							
07	372-7	Oukasie Ext 4	125							
08	372-8	Oukasie Ext 4	248							
09	372-9	No Name	15	Boderon Trust	Relocate					
10	372-10	Phase 2	34	MLM	In situ					
11	372-11	Phase 2	1,387	Unknown	Relocate	To area of FID 372-10				
12	372-12	Skierluk	574	Private	In situ	Areas to be combined & upgraded				
13	372-13	Newtown	443	Private	In situ					
14	372-14	Oskraal	642	Private	In situ					
15	372-15	No Name	726	Unknown	Relocate	To area of FID 12-14				
16	372-16	Damonsville X 3	1200	Private	In situ					
17	372-17	De Kroon	840	Hernic Ferro-chrome Pty (Ltd)	Relocate	Area next to settlement				
18	372-18	Rietfontein	139	Private	Relocate	Sunway Dev in process				
19	372-19	Marius	245	Izma Beleg-gings Pty (Ltd)	In situ	In process to purchase land				
20	372-33	Ten Room	735	MLM	Relocate	Move people to FID 19 Marius				
21	372-21	Kosmos	91	Private	Relocate	Area identified at Sunway land				
22	372-22	Plastic View	47	Unknown	Relocate	To area of FID 372-23				
23	372-23	Bokfontein	1,107	MLM	In situ	Funding for additional land				
24	372-24	Geluk	762	Apostoliese Geloof Sending van SA/ Land claim, RSA	In situ once claim succesfull	Await lands claim outcome				
25	372-40	Regorogile	805		In situ	To area of FID 372-24				
26	372-26	Khalamtwana	1,125	Mines/ Land claim	In situ	Land acquisition				
27	372-29	Mooinooi	140	Western Platinum Ltd	Relocate	60ha of Land identified for relocation				
28	372-30	Mamba	57		Relocate					
29	372-31	Dithabaneng	118	Private	Relocate					
30	372-32	Matamong	126		Relocate					
31	372-33	Malaeneng	126		Relocate					

Madibeng Local Municipality: INFORMAL SETTLEMENTS STATUS										
No.	FID No.	Name of informal settlement	No. of units	Land ownership	Upgrading initiative	Intervention	Current level of engineering services			
							Water	Sewerage	Access	Electricity
32	372-34	Sekolong	132	Woolies Prop Pty Ltd.	Relocate					
33	372-36	Skeerpoort	758	MLM	In situ	Formalisation				
34	372-14	Kammeldrift	720	Republic of RSA/ Public Works	In situ	Land Transfer				
35	372-10	Kgabalatsane/ Kagisano view	1950	Republic of RSA/ Traditional	Relocate	Case at High Court				
36	372-11	Letlhabile Block H	1006	MLM	In situ	Formalisation				
37	372-26	Nkaneng-Wonderkop	13 000	RSA, Private and Mines	In situ	Land acquisition				
38	372-27	Sarajevo	582	RSA	In situ	Land Transfer				
39	372- 41	Hebron Midas	940	RSA	In situ	Land Transfer				
40	372-22	Corrie Sanders	404	Private	In situ	Land acquisition				
41	372-41	Beverley Hills	470	RSA and City of Tshwane	In situ	Land acquisition				
42	372-35	Middletown	930	RSA, Private	In situ	Land acquisition				
43	372-40	Mosifane/ Modikwane	440	MLM , Private	In situ	Land acquisition				
44	372-31	Nkandla	288	Private	In situ	Land acquisition	Tankering	None	Gravel	None
46	372-8	Klipgat –Madibeng Hills	800	MLM	In situ	Formalisation				
47		Centreville East of H,Letlhabile	600	MLM	In-situ	Formalisation				
48		Block I, Malestaco	800	MLM	In-situ	Formalisation				
		Rashoop	114							

Source: NUSP, Internal

NATIONAL UPGRADING SUPPORT PROGRAMME (NUSP)

The National Upgrading Support Programme (NUSP) is an initiative of the National Department of Human Settlements (NDHS), aimed at improving the practice of informal settlement upgrading in South Africa. The NUSP has four objectives of:

- Promoting incremental upgrading as a major complementary housing programme, in line with Part 3 of the National Housing Code;
- Supporting the NDHS targets and National Development Plan directives on informal settlement upgrading;
- Improving government's programmatic approach to upgrading, strengthening coordination with other sectors and partners and;
- Strengthening the capacity of government and professional practitioners to implement community-based incremental upgrading.

Madibeng Local Municipality has already received 2- Phases of National Upgrading Support Programme (NUSP) technical support from the National Department of Human Settlements (NDHS). Wherein a Municipal Upgrading Policy and Strategy was developed together with an upgrading programme for 30- informal settlements, and upgrading plans of thirty-one (31) Informal Settlements. The settlement plans produced must align to NDHS upgrading targets, Cabinet Lekgotla and National Development Plan requirements, covering the following aspects:

- An accurate count of households present in the settlement.
- Basic geotechnical investigation (Desktop).
- Basic Environmental scoping assessment (Desktop).
- Engineering services assessment (Bulk Water, Sewer and Electrical availability).
- Land Legal / Tenure assessment, including cadastral description of land.
- Basic layout, urban design and yield assessment.
- Settlement growth and management plan, including identified multi-sector interventions from other MLM and government departments.

North West Upgrading of Informal Settlements Forum (NWUISF) has been established. This aimed at provision of technical support and facilitation of proper planning on the roll-out of the implementation programme on the Upgrading process. There is a Grant that is earmarked for this process and therefore the municipality should start showing some positives from the process.

The other vehicle towards Informal Settlements Upgrading is that of Distressed Mining Towns. That is a Presidential Programme at which Nkaneng Informal Settlement will be the first one to benefit from. A Partnership of HDA, Mining Houses (Lonmin), Bapo Tribal Authority and the municipality is working on, towards an In-Situ type of development of the area, providing people with sustainable livelihood.

Rental Housing Stock

The Human Settlement & Planning is also responsible to manage the following municipal rental stock:

PLACE	NO OF UNITS
Brits	19 Units
Oukasie	4 Units
Hostels	5 Units

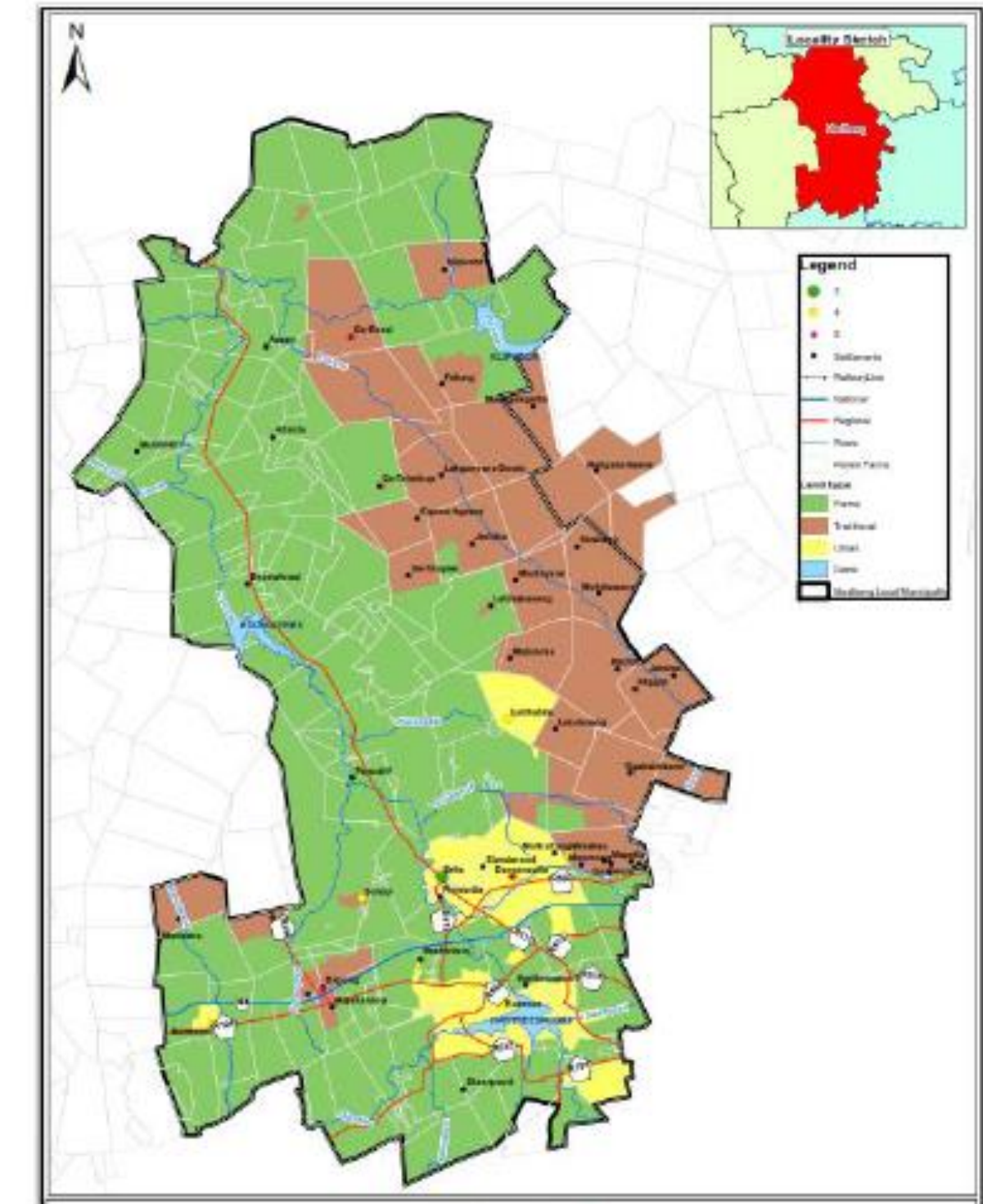
Housing Programmes

The key housing programmes in Madibeng include the following:

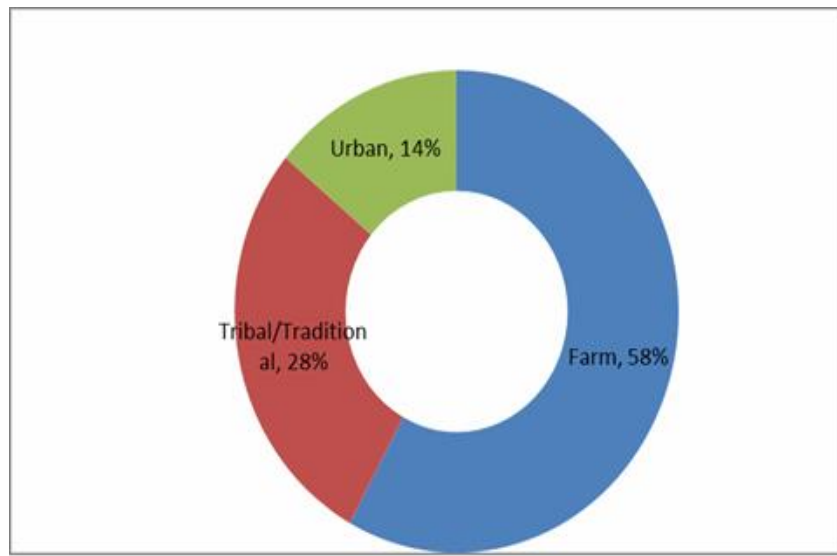
PHP & Rural PHP-
 IRDP & IRDP Rural-
 RDP & Rural RDP-
 Project Linked-
 Consolidation-
 Social Housing-
 Formalization of rural areas-

Land Services

The map below illustrates the land types based on the Stats (2011) enumeration areas within the municipality. The bulk of the municipality is farm areas, which cover the north and easterly area of the municipality. The southern side has a combination of the farm and urban land types. The urban land types are found around Brits, Hartbeespoort, Pelinda, Mooi-nooi and Lethlabile areas.



The traditional areas dominate the north western area of the Municipality but there are some traditional settlements around the Bapong and Majakaneng areas. Traditional offices are located in Mmakau, Bapong (Baapo), Jericho (Bakwena), Hebron (Bakwena) and Maboloka (Batang) areas.



1. MUNICIPAL WARD DEMARCATIONS

Although the total municipal area has decreased, there has been an increase of 5 wards to the total of 41 wards.

2. TENURE UPGRADING PROGRAMME

The following service providers have been appointed to engage in formalization of other rural areas:

- Bigen Africa, Land Tenure Services and Land Tenure Services
- Ndangano GIS and Projects and Consultants

3. LAND OWNERSHIP

The Department of Rural Development and Land Reform undertook a state land audit. The land audit was done to determine among others, the land use rights, and to determine the state organ which holds title deed to mention but a few. The national results were published in 2013 and the map below illustrates the results thereof.

4. LAND ACQUISITION

Village	Farm name	Extent	Owner	2020/21	2021/22	2022/23	2023/24
Oukasie	Remaining extent of Portion 171 of the farm Hartbeespoort C 419 JQ	11.3890Ha	Mr Robert Andrew Beaumont	✓			
	Remaining extent of Portion 504 of the farm Roodekopjes of Zwartkopjes 427 JQ	15.5162Ha					
	Remaining extent of Portion 505 of the farm Roodekopjes of Zwartkopjes 427 JQ	11.5944 Ha					
	Remaining extent of Portion 905 of the farm Roodekopjes of Zwartkopjes 427 JQ	30.6253 Ha					
	Portion 1237 of the farm Hartbeespoort C 419 JQ	19.9335 Ha					
	Portion 329 of the farm Roodekopjes of Zwartkopjes 427 JQ	2.81800 Ha	Harmse JG: Still to establish contact and willingness of owner to sell. The property is next to municipal property		✓		
	Portion 480 of the farm Roodekopjes of Zwartkopjes 427 JQ	17.72050 Ha	Harmse JG As above		✓		
	Portion 217 of the farm Roodekopjes of Zwartkopjes 427 JQ	12.48350 Ha	Nedbank LTD As above		✓		
	RE/181 of the farm Roodekopjes of Zwartkopjes 427 JQ	3.05640 Ha	Stander WN As above		✓		
	Remaining Portion of Portion 305 of the farm Roodekopjes of Zwartkopjes 427 JQ	10.3023Ha	Seven Seasons Trading 204 (PTY) Ltd	✓			
	Remaining Portion of Portion 495 of the farm Roodekopjes of Zwartkopjes 427 JQ	6.6086Ha					
	Remaining Portion of Portion 193 of the farm Roodekopjes of Zwartkopjes 427 JQ	8.1204Ha					
	Portion 624 (A Portion of Portion 303) of the farm Roodekopjes of Zwartkopjes 427 JQ	7.0213Ha					
Majakaneng: Some are located on the western and some on eastern part of Majakaneng	Portion 24 of the farm Wolhuterskop 252 JQ	123,7415 Ha	Liriek Produkte Trust	The properties are subject of informal settlement Due diligence process still needs to be done but ideal for human settlement. Offers to sell received but subject to priority and budget available.	✓	✓	✓
	Portion 38 of the farm Groenkloof 464 JQ	11,1348 Ha	Mr & Mrs Lebesse		✓	✓	✓
	Remaining extend of portion 25,26,33 and 111 of the farm Groenkloof 464 JQ	15,1201 Ha	Combri Estates		✓	✓	✓
	Portion 36 of the farm Groenkloof 464 JQ	7,77548Ha	Monare Property Development		✓	✓	✓
	Portion 23 of the farm Groenkloof 464 JQ	19,3959Ha	KEC Boerdery		✓	✓	✓
	Portion 34 of the farm Groenkloof 464 JQ	12,0251Ha	KEC Boerdery		✓	✓	✓
	Portion 1 of the farm Groenkloof 464 JQ	24Ha	Luyt Boerdery Venootskap		✓	✓	✓
	Portion 96, 10/39 share of portion 23 of the farm Groenkloof 464 JQ	126.9075Ha	D van Aarde				
Sonop	Portion 602 of the farm Hartebeespoort B 410 JQ (Sonop)	347.2617Ha	Department of Public Works	✓			

Village	Farm name	Extent	Owner	2020/21	2021/22	2022/23	2023/24			
Hartbeespoort Dam area	Portion 168 (a portion of Portion 159) of the farm Rietfontein 485 JQ	22.9800Ha	Mr Aswegen	✓						
	Portion 52 of the farm Rietfontein 485 JQ	20.4219Ha	Department of Public works	✓						
	Portion 88 of the farm Rietfontein 485 JQ	10.3008Ha								
Wonderkop	Portion 1 of the farm Wonderkop 400	1617Ha 2	Bapo Tribe	✓						
	Portion 2 of the farm Wonderkop 400	1319Ha	National Government of Republic of South Africa	✓						
Klipgat	Portion 2 of the farm Klipgat 249 JQ	422Ha	Ndlovu Rebecca Fannie	✓				✓		
	Portion 12 of the farm Klipgat 249 JQ		Mr Ngobeni							
	Portion 45 of the farm Klipgat 249 JQ	38.443Ha	Mr Ennos Mhlongo							
	Portion 19 (A Portion of portion 8) of the farm Klipgat 249 JQ	8.5866Ha	Mr Salani Solomon Dlalani							
Kameeldrift	Portion 455 of the farm Kameeldrift 211 JQ	53.888Ha	Department of Public Works	✓						
Modderspruit	Portion 3 of the farm Modderspruit 461 JQ	99.6572 Ha	Undivided shares by the Modikoane family		✓					

5 PLANNING

Proposed projects

VILLAGE NAME	OWNER-SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Resolution Supporting Development	✓	✓			Electricity: Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY Roads 1. Require comments and approval to connect into the provincial road from relevant authority 2. Require traffic impact study. 3. Require Stormwater status and management plan 4. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation: No comments
Oukasie: Informal Settlements Upgrade – Acquisition of Land	Private	Fully Informally Occupied	✓	✓			Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division. Wayleave approvals to be obtained. Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments

VILLAGE NAME	OWNER-SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ	✓	✓			Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Damonsville: Informal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized	✓	✓			Electricity Bulk electricity supply will be adequate once Oukasie load is removed from Pendergong Substation transformer source. Electrification needs to be communicated to the Electricity Division once TP processes are completed Roads 1. Require comments and approval to connect into the provincial road from relevant authority. 2. Require traffic impact study. 3. Require Stormwater status and management plan. 3. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Modderspruit: Platinum Heights	Privately owned	Township process finalized to be reviewed to include bng. Proposal submitted to municipality. Intergrated development proposed	✓				Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads 1. Require comments and approval to connect into the provincial road from relevant authority. 2. Require traffic impact study 3. Require Stormwater status and management plan 4. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Lethabile City of Life	Privately owned	Township process finalized to be reviewed to include bng. Proposal submitted to municipality. Intergrated development proposed	✓				Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to the Electricity Division. Wayleave approvals to be obtained Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Lethakaneng Ext	State	Informal settlement	✓	✓			Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Roads 1. Require traffic impact study 2. Require Stormwater status and management plan 3. Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Bokfontein Extension 3-6	Municipal % Private	Town planning process still on	✓	✓	✓		Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Bokfontein Proper	Municipal	Town planning process done but ROD outstanding	✓				Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Roads 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Scheerpoort	Municipal	Town planning process done but ROD outstanding	✓				Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Roads 1. Require comments and approval to connect into the provincial road from relevant authority. 2.Require traffic impact study 3.Require Stormwater status and management plan 4.Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Lethabale Block 1 Phase 2	Municipal	Additional 200 sites and additional 75 to existing township	✓				Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY Roads 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Majakaneng Land Acquired	Municipal	Planning processes to resume	✓				Electricity Electrification needs to be communicated to Electricity Division once TP processes are completed Roads 1.Require traffic impact study 2.Require Stormwater status and management plan 3.Implement Guidelines for Human Settlement Planning and Design Water and Sanitation No comments
Additional planning for all properties to be acquired: had will guide			✓	✓	✓	✓	

6. SERVICES

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Planning Process					<p>Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to Electricity Division.</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Lethabile Block H	Municipal	Planning process					<p>Electricity Funding application for electrification of Lethabile Block H submitted to DoE for implementation in the 1920/21 FY</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and Sanitation No comments</p>
Oukasie: Informal Settlements Upgrade – Acquisition of Land	Private	Fully informally occupied. In process to acquire					<p>Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained</p> <p>Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure</p> <p>Water and sanitation No comments</p>

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ					Electricity Building of Oukasie Substation underway, electrification needs to be submitted to Electricity Division Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments
Damonsville: Informal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized					Electricity Bulk electricity supply will be adequate once Oukasie load is removed from Pendoring Substation. Electrification needs to be communicated to Electricity Division so as to source funding. Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Waters and sanitation No comments
Modderspruit: Platinum Heights	Privately Owned	Township process finalized to be reviewed to include bng. Proposal submitted to municipality. Integrated development proposed					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile City Of Life	Privately owned	Township process finalized to be reviewed to include bng. Proposal submitted to municipality. Integrated development proposed					Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to electricity Division. Wayleave approvals to be obtained Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments
Bokfontein Extension 1 & 2	Municipal	Town planning process done					Electricity Electrification needs to be obtained and submitted to Eskom for implementation Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments
Bokfontein Extension 3-5	Municipal % private	Town planning process still on					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Bokfontein Proper	Municipal	Town planning process done but rod outstanding					Electricity Electrification needs to be obtained and submitted to Eskom for implementation Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments
Scheerpoort	Municipal	Town planning process done but rod outstanding					Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments
Lethabile Block 1 Phase 2	Municipal	Additional 200 sites and additional 75 to existing township					Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to Electricity Division Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and sanitation No comments
Majakaneng Land Acquired	Municipal	Planning processes to resume					Electricity Electrification needs, if any, to be obtained and submitted to Eskom for implementation Roads 1. Provision of services as per the Guidelines for Human Settlement Planning and design 2. Construction standards and materials to conform to TRH and TMH 3. Alignment of Road reserve to conform to minimum standards and classes 4. Relevant flood lines and returns to be adhered to as per initial planning 5. Traffic safety must consider motorized and non-motorized 6. Public Transport facilities must be incorporated into the development including routes and infrastructure Water and Sanitation No comments

7. BULK SERVICES

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile: Portion 4 of Nietgedacht Integrated Development	Municipal	Planning process. Need to provide additional bulk support for project					Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY Roads Access is through a provincial road K16 asset number P63/1 Water and Sanitation No comments
Oukasie: In-formal Settlements Upgrade - Acquisition of Land	Private	Fully informally occupied					Electricity Building of Oukasie Substation underway. Electrification needs to be submitted to Electricity Division Roads
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. This will be achieved after acquisition of portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ. Need to provide additional bulk support for project					Electricity Building of Oukasie Substation underway. Electrification needs to be submitted to Electricity Division Water and Sanitation No comments
Damonsville: In-formal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized. Need to provide additional bulk support for project					Electricity Bulk electricity supply will be adequate once Oukasie load is removed from Pendoring Substation. Roads Access is through a provincial road asset number D2284
Modderspruit: Platinum Heights	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. IDP need to provide additional bulk support for project rated development proposed. Alternative sanitation systems to be considered					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained Roads Consider and calculate bulk services contributions as per policy and regulations Water and Sanitation No comments

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Lethabile City Of Life	Privately owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed. Need to provide additional bulk support for project					Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads Consider and calculate bulk services contributions as per policy and regulations Water and Sanitation No comments
Bokfontein Extension 1 & 2	Municipal	Town planning process done but ROD outstanding. Need to provide additional bulk support for project. Currently water supplied through boreholes while sanitation through VIP toilets. Alternative water and sanitation need to be considered.					Electricity Electrification needs to be obtained and submitted to Eskom for implementation Water and Sanitation No comments
Bokfontein Extension 3-5	Municipal % private	As above					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Wayleave approvals to be obtained Water and Sanitation No comments
Bokfontein Proper	Municipal	As above					Electricity Area already electrified. Water and Sanitation No comments
Scheerpoort	Municipal	As Above					Electricity Area already electrified Roads Access is through a provincial road R560 asset number P123/1 Water and Sanitation No comments
Lethabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township. Additional bulk support for project					Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY Water and Sanitation No comments

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Majakaneng Land Acquired	Municipal	Planning processes to resume. Additional bulk support for project. Alternative sanitation system to be considered because the current one is VIP					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Sunway	Municipal	Sewerage line over private properties and requires rights to be registered					Electricity Area already electrified Water and Sanitation No comments

8. UNITS

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Mooioi Ext 13	Municipal	Planning done and infrastructure in process					Electricity Area already electrified Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethabile: Portion 4 Of Nietgedacht Integrated Development	Municipal	Planning process					Electricity Bulk electricity supply available, though there is a need to strengthen the existing power supply. Application for upgrade of existing power supply submitted to DoE for 2021 FY. Additional electrification needs, if any, to be submitted to Electricity Division Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethabile Block H		Planning process					Electricity Funding application for electrification of Lethabile Block H submitted to DoE for implementation in the 1920/21 FY Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Oukasie: Informal Settlements Upgrade – Acquisition Of Land	Private	Fully informally occupied. Additional land in process of acquisition and planning					Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division so as to source funding. Wayleave approvals to be obtained Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Oukasie Walk Ups	Municipal	Township process to be revised to accommodate stand-alone stands. To be achieved after acquisition of Portion 473 of the farm Roodekopjes of Zwartkopjes 425 JQ					Electricity Building of Oukasie Substation underway. Electrification needs to be communicated to the Electricity Division so as to source funding Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments

VILLAGE NAME	OWNER SHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Damonsville: Informal Settlements Upgrade - Planning Processes	Municipal	Planning processes not yet finalized					Electricity Electrification needs to be communicated to Electricity Division so as to source funding Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Modderspruit: Platinum Heights	Privately Owned	Township process finalized to be reviewed to include BNG. Proposal submitted to municipality. Integrated development proposed					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethabile City Of Life	Privately Owned	As Above			✓		Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Bokfontein Extension 1 & 2	Municipal	Town planning process done	✓	✓	✓		Electricity Electrification needs already submitted to Eskom Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Bokfontein Extension 3-5	Municipal % Private	Town planning process still on	✓	✓	✓		Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Bokfontein Proper	Municipal	Town planning process done but rod outstanding	✓	✓			Electricity Area already electrified Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Scheerpoort	Municipal	Town planning process done but rod outstanding	✓	✓			Electricity Area already electrified Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Lethabile Block I Phase 2	Municipal	Additional 200 sites and additional 75 to existing township					Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments
Majakaneng Land Acquired	Municipal	Planning processes to resume					Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Roads Dwelling should have rain water drainage such as aprons or gutters. Water and Sanitation No comments

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Majakaneng	Private Land Owners	Consent provided. To include acquired properties					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Itsoseng	Municipal	Planning process done except proclamation: 300 units					Electricity Electrification needs to be submitted to Electricity Division once Township processes are completed Water and Sanitation No comments
Kgabalatsane	State Owned	Rural housing:100					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Dipompong	State Owned	Rural housing: 100					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Hebron	State Owned	Rural housing: 100					Electricity Electrification needs to be obtained and submitted to Eskom for implementation. Water and Sanitation No comments
Klipgat	State Owned, Municipal and Private Owners	Rural housing: 500					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Ga-Rasai	Private Owners	Rural housing: 50					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Septhai	Private Owners	Rural housing:50					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Lethakaneng	State Owned	Rural housing 200					Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments
Lethakaneng Ext	State Owned	Number to be determined by approved general plan as well as assessment of housing needs					Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments
Mmupudung	State Owned	50					Electricity Area already electrified. Additional electrification needs to be submitted to the Electricity Division. Water and Sanitation No comments

VILLAGE NAME	OWNERSHIP	STATUS	2020/21	2021/22	2022/23	2023/24	COMMENTS
Maboloka	Tribal Owned and Private Owners	100					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Modderspruit Including Platinum Heights	Municipal, State Owned and Private Owners:	Integrated development: 1500					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Bapong	Tribal Land	Rural housing: 100					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Wonderkop	State Owned and Tribal Owners	Assessment of informal settlement to determine the number of units					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments
Madidi	Tribal	Rural housing: 500					Electricity Electrification needs to be submitted to Electricity Division. Wayleave approvals to be obtained Water and Sanitation No comments

8. BLOCKED PROJECTS

Allocate funding for blocked projects: Oukase X4 P1& P2, Damonsville X 2, Mothotlung X 1 and Refentse

9. CURRENT PROJECTS: TO BE FINALIZED AND CLOSED

- Oukaise X 5
- Letlhabile block I
- Sunway
- Mothotlung X 2
- Segwaelane
- Mooinooi X 13
- Lethabong
- Letlhabile PHP
-

10. BULK SERVICES

Brits – Upgrade of the current water purification plant to supply western sides of the municipality
 Bokfontein (all extension) & Scheerpoort: Development of boreholes and purification plant
 dry sanitation for informal settlements.

a Status Quo

Madibeng does not have a wall to wall Land Use Management Scheme that is in line with the current demarcation. Large tracts of Madibeng municipal area, especially the remote farm areas and the rural areas are out of the current planning schemes. The following outdated five different town planning schemes are currently in operation resulting in varying development norms and standards being applicable in areas the limited area covered by schemes:

- Brits Town Planning Scheme, 1958
- Peri Urban Town Planning Scheme, 1975
- Lethlabile Town Planning Scheme, 1990
- Hartebeespoort Town planning scheme, 1993
- Kosmos town Planning Scheme, 1999

Due to high development pressure in other parts of the town such as Hartebeespoort and the Brits CBD and immediate surrounds, there is a need to also develop Local SDF's to guide day to day decision making at a local level.

The shortage of bulk supply in other areas is limiting the development potential of Madibeng as well as its revenue base.

Existing policies include the following:

- Madibeng SDF, 2015
- Town Planning Schemes(1958 to 1999)
-

Council Townships in process

TOWNSHIP NAME	BENEFICIARY INFORMAL SETTLEMENT	STATUS
Modderspruit	Tonado	Application Approved by Council
Mooiooi	Mamba	Application Approved by Council
itsoseng	itsoseng	Application Approved by Council
Lethakaneng	Lethakaneng	Application Approved by Council

Development Applications Processed

APPLICATION TYPE	No. RECEIVED 2012/13	No. APPROVED
Township establishment	15	4
Rezoning	34	43
Subdivisions	24	6
Special consents	29	15
Other	64	20

a. Spatial Rationale

3. Existing Functional Zones

The current spatial configuration of Madibeng shows certain specific functional zones, namely –

- the southern zone which is the economic and development centre of Madibeng (Zone 1);
- the north-eastern section which comprises the majority of the informal settlements, marginalised townships and rural villages (Zone 2);
- the north-western section which comprises agriculture and game farming (Zone 3), and
- the northern section which comprises a high concentration of natural assets (Zone 4).



Figure 2: Existing Functional Zones

These functional zones have emerged over time due to certain intrinsic values in Madibeng. These include aspects such as ecological resources (rivers, mountains and dams), mineral resources, soil conditions for agriculture, the proximity to other major centres such as the City of Tshwane and Johannesburg, movement infrastructure and the previous configuration of homelands in this area and in Tshwane.

These strong functional zones begin to provide a specific identity and character to certain parts of Madibeng, which is a positive quality as long as the various parts are functionally integrated and connected to each other to form an overall efficient spatial form.

4. Linkages with Regional Centres

Madibeng enjoys a relative strategic location given its proximity and linkages to Johannesburg, Tshwane and Rustenburg. The energy and development potential that lie in these linkages must be harnessed.

These include strategic linkages such as –

Bakwena Highway/N4	Platinum	Linkage between City of Tshwane, Brits and Rustenburg
R511/R512		Linkage to Randburg and Sandton
N4 (Vom Hagen Street Extension)		Linkage to Tshwane CBD
R104/Church Street		Linkage to Tshwane CBD
R514/Van der Hoff Road Extension		Linkage to Tshwane CBD
R508		Linkage to Ga-Rankuwa and Rosslyn Industrial areas in Tshwane
R558		Linkage to Sun City
R104		Linkage to Rustenburg

The majority of these linkages lie in the southern part of Madibeng, and more specifically in the south-eastern part, resulting in strong linkages with the City of Tshwane and the City of Johannesburg.



Figure 3: Strategic Regional Linkages

5. Bakwena Platinum Highway

The Bakwena Platinum Highway, which forms part of the national east-west development corridor intended to link Maputo with Rustenburg, Gaborone and Walvis Bay, passes through the southern part of Madibeng, directly south of Brits. This highway increases accessibility to Madibeng, especially between the City of Tshwane and Rustenburg.

6. Natural Features

The natural features in the area present a number of opportunities in terms of aspects such as overall visual quality of Madibeng, the tourism opportunities, economic value and ecological value. However, these natural features also pose constraints to development in the sense that features such as the mountain ranges and rivers prevent certain linkages and continuity between developments.

An element of natural features that is specifically important in the Madibeng context is the dams that are found in the municipal area. These dams –

- Add to the natural attractiveness of the area;
- Play an important role in the agricultural potential of the area;
- Provides recreation and tourism opportunities; and
- Attract residential development because of the attractive settings they provide.

The area around the Hartbeespoort Dam has experienced a large number of residential developments and there is continued pressure for development in this area. While the boom in development is desirable from an economic point of view, it unfortunately has a negative environmental impact in the form of destruction of the natural shoreline around the Hartbeespoort Dam and the destruction of the natural integrity of the ridges around the dam. Pressure for residential development is now also emerging around the Rooikoppies Dam.

The areas around the dams have tremendous value for future tourism development in Madibeng which has not been sufficiently harnessed to date.

7. High Potential Agricultural Land

Madibeng is characterised by large areas which have been classified as high potential agricultural land, including land that has access to irrigation water and land with favourable soil conditions. This provides the area with a comparative advantage as far as agricultural potential is concerned. Madibeng is considered to be a major food producing area in the region. Agriculture makes a significant contribution to the local economy, but is also a constraint to development as certain established areas are prevented from expanding onto high potential agricultural land.

8. Mineral Resources

The rich Platinum Group Metals Reserve found on the Merensky Reef means that a large section of the southern part of Madibeng is highly valuable from a mining perspective. Other mines do exist in the region, but are scattered throughout the region in no identifiable pattern.

Current and planned mining activities will play an important role in the economic development of and employment creation in Madibeng. On the other hand, these mines also have a negative impact on the visual quality of Madibeng, which could detract from the tourism potential brought by the natural features.

The granite hills which are characteristic of the area are also under constant threat of mining and are unfortunately being destroyed at an alarming rate.

Intensive sand mining occurs in the Skeerpoort and Koppiesand areas.

9. Cradle of Humankind World Heritage Site

The south-western part of the Madibeng municipal area, south of the Witwatersberg, forms part of the Cradle of Humankind World Heritage Site. The protection of this area from unscrupulous development is of the utmost importance.

The Land Use Master Plan for the Cradle of Human Kind indicates certain categories of land use intensity for various parts of the area.

"Developing a World Heritage Site requires balancing the provision of a high-quality, pleasurable experience for visitors with the protection of the inherent palaeontological, historical and natural value of the site. Source: <http://www.cradleofhumankind.co.za/>

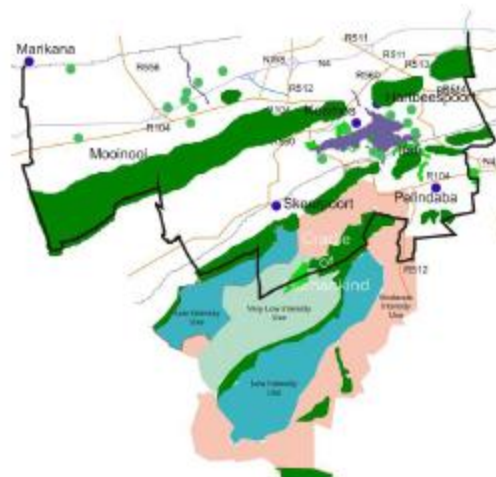


Figure 8: Cradle of Humankind

10. Pelindaba

Although the Pelindaba Nuclear Plant is a relative isolated development in the southern part of Madibeng, it has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.



Figure 9: Pelindaba Restriction Zone

The Pelindaba site consists of about 800 hectares security area and a total area of about 2500 hectares which comprises a number of important natural as well as heritage features. A hiking trail is open to the public on the site. The mountain ridges link to the Cradle of Humankind area while the Crocodile River on the western boundary links to the nearby Hartbeespoort Dam. The southern site boundary is also the provincial border with Gauteng. On site is a registered historical building, "Preller House", an important grave yard, an old lime kiln and also some Iron Age relics.

11. Rail Infrastructure

Although the existing rail infrastructure in Madibeng is utilised predominantly for freight or is not utilised at all, the infrastructure that exist has tremendous value for the future development of Madibeng.

One of the opportunities that exist is to utilise the dysfunctional railway line running south of the Hartbeespoort Dam for tourism purposes. Large parts of this line have however been stolen and the reactivation of this line will therefore require considerable capital investment.

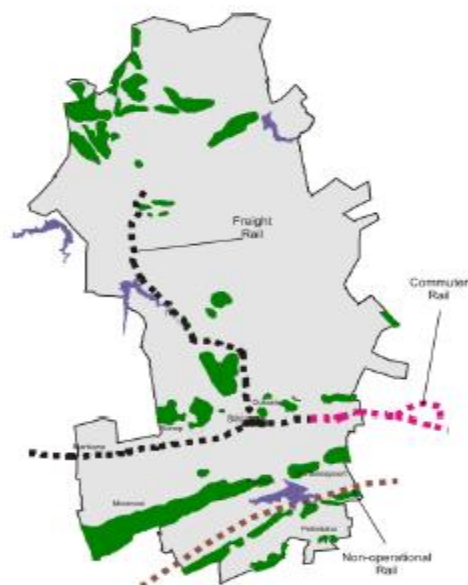


Figure 10: Rail Infrastructure

12. Disadvantaged Settlements

The north-eastern quadrant of the area comprises dispersed rural villages, disadvantaged townships and informal settlements. These are remnants of the old homelands and have a very strong linkage with the Ga-rankuwa/Mabopane/Winterveld areas in Tshwane. These areas are generally underdeveloped and lack infrastructure, services and facilities. In addition they are physically and functionally removed from the established urban areas in the southern part of Madibeng.

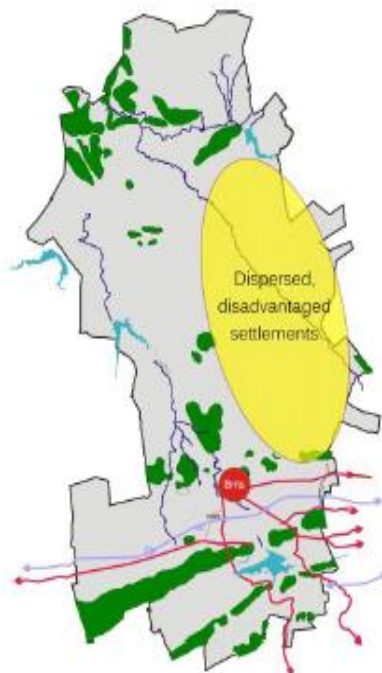


Figure 11: Disadvantaged Communities

13. Current Development Pressures

The areas in Madibeng that experience the most pressure for development are the areas between and around Brits and the Hartbeespoort Dam. The reasons for the pressure in these areas are:

- Brits is the highest order settlement and the main economic and administrative centre in Madibeng and hence attracts a lot of development;
- The Hartbeespoort Dam provides an attractive and exclusive location for residential development, and
- The central location in respect of Tshwane and the northern suburbs of Johannesburg such as Randburg and Sandton

Around Brits, most of the development pressure is southwards towards the Hartbeespoort Dam or eastwards towards the City of Tshwane.

Most of the development pressure around the Hartbeespoort Dam was until now focused on the eastern and southern side, but is now beginning to move westwards. The National Department of Agriculture however only supports development on the western side of the dam up to the ESKOM overhead power lines as the land further west is considered high potential agricultural land.

Development pressure is also emerging around the Rooikoppies Dam with applications for the development of residential estates around this dam.

14. Summary

In summary, the analysis of the key structuring elements and spatial issues has indicated that the following aspects will have an impact on the formulation of the spatial development framework and require due consideration:

- The important relationship between spatial development proposals and the provision of engineering services;
- Building on the existing strong functional zone identities that exist in Madibeng;
- The energy brought by existing strong inter-regional linkages;
- The need to protect the natural heritage and high potential agricultural land as an important land use and spatial structuring element;
- The existence of mineral resources and the need to ensure the management of mining activities to protect the environment;
- The Pelindaba Restriction Zone;
- The potential energy brought by the rail infrastructure, and
- The future development of existing disadvantaged settlements.

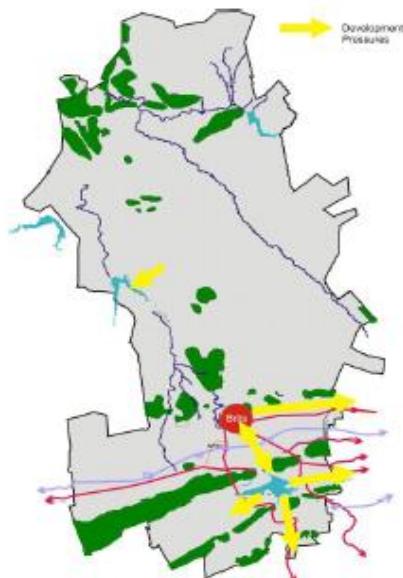


Figure 12: Development Pressures

Community Halls

URBAN AREAS

Area	Staff	Floor Area	Facilities
Brits Town Hall	3	706	Hall with stage, side-hall, kitchen, bar, toilets
Oukasie	3	800	Main hall, 2 x smaller halls, kitchen, offices, library, ablution facilities
Damonsville	1	264	Hall, stage, meeting offices, kitchen, ablution facilities
Primindia	3	400	Hall, stage, meeting offices, kitchen, ablution facilities
Mothutlung	2	300	Hall, stage, meeting offices, kitchen, ablution facilities
Lethlabile*	3	600	Hall, office, kitchen, ablution facilities
Elandsrand			
Kosmos			
Brits Dienssentrum			

RURAL AREAS

• Fafung	• Mmakau
• Ga-Rasal	• Mmupuding
• Itsoseng	• Modderspruit
• Kgabalatsane	• Moiletswane
• Klipgat	• Rabokala
• Klipvoorstad	• Sephai

The Kosmos Community Hall requires additional parking to be able to function to its full potential. On the eastern side of the dam no formal community hall exists although the existing educational facilities serve the purpose fairly adequately. In future however, a larger and central facility may be required as the population and demand for such a facility increases.

Cemeteries

Brits Town

The locations of cemeteries within the Brits town, as well as the facilities available at the respective cemeteries are outlined in Table below. There are six cemeteries within the Brits area, the lifespan of which ranges between 10-60 years. The cemetery in Mothutlung is expected to reach its capacity within the next 10 years. Overall it appears that sufficient capacity is available as far as cemeteries are concerned for the medium to long term.

Area/ Locality	Lifespan (years)	Size	No. of staff	Date opened	Facilities
Langberg	10	3.38	25	1970	Office, Ablution, blocks, Caretaker Home
Primindia	5	1.30	-	1979	Mosque
Damonsville	3	1.50	-	1990	Office, Tool room, Ablution block, 2 nd Office and 2 nd Ablution Block
Oukasie	0(Full)	2.80	4	1995	Office, Tool room, Ablution block (Need to be extended)
Lethlabile	0(Closed)	3.0	0	1984	Ablution block, tool room, office Different burial blocks
Lethlabile new	50	30	6	2004	
Mothutlung	10	2.0	7	1985	Tool room, toilets
Modderspruit	5	3	0	2007	Office, Ablution blocks, tool room
Klipgat	50	30	4	2006	Office, Tool room, Ablution block Different burial blocks

* Fully utilized cemeteries: Oukasie, Langberg, Lethlabile New, Damonsville, Mothutlung, Primindia

Hartbeespoort Town

The Hartbeespoort community is using one cemetery. The cemetery has been extended to accommodate the increased needs of communities.

Skeerpoort Area

There is no official cemetery located in Skeerpoort.

Rural areas and Villages

It is safe to assume that every community in the area of the Local Municipality of Madibeng has at least one cemetery

Recreation – Parks

Area	Total area of parks (m²)	No of Parks	No. Developed	No. with play equipment
Brits / Primindia	741 615	71	14	14
Damonsville	78 427			
Mothutlung	47 988	4	2	1
Oukasie	8 000	1	Phase I	1
Mabaloka	4000	1	Phase1	1
Madidi	4000	1	Phase 1	1
Letlhabile	73 542	3	Phase I	Phase I

Hartbeespoort Town

The majority of the recreational needs of the area are being addressed in accordance with market mechanisms. Sporting facilities not related to water sports should however, be investigated further.

Skeerpoort Area

The provision of active recreation facilities in the Skeerpoort area is mainly limited to the facilities provided by the schools and tourism establishments in the area.

Rural Areas and Villages

The public open space areas within the various areas of Madibeng are to a large extent currently undeveloped. Very little information is available on the availability of sport and open space facility within the rural villages. It can be assumed that these types of facilities will mostly be provided on an informal basis in these areas.

WASTE MANAGEMENT

GEOGRAPHY BY REFUSE DISPOSAL FOR HOUSEHOLD WEIGHTED¹

	2011
Removed by local authority/private company at least once a week	41364
Removed by local authority/private company less often	2100
Communal refuse dump	4553
Own refuse dump	96144
No rubbish disposal	14800
Other	1763
Unspecified	-
Removed by Authority / Private	43464
No refuse removals	117260
Total Number of HH	160724

¹STATS SA Census 2011

Household and Business Waste Removal

The total number of service points for household waste removal is 36,585 and businesses are 1,276. The service areas and breakdown of service points is as follows:

Areas Serviced by Council		
Service Area	Domestic Waste	Business Waste
Brits	3 481	719
Sonop	214	12
Oukasie	3 895	0
Letlhabile	11 968	203
Lethabong	2 210	23
Damonsville	902	0
Bokfontein	2 000	0
De kroon	896	0
Orange farm	529	0
Zandfontein	1 100	0
Khalamtwana	1 800	0
Khalanyoni	800	0
Regorogile	50	0
Schamburg	1 400	0
Ten rooms	484	0
Refentse	167	0
Total Service Points	31 896	957

Areas Serviced by Private Contractors		
Service Area	Domestic Waste	Business Waste
Hartbeespoort	7 363	411
Mothotlung	4 769	37
Total Service Points	12 132	448

Areas Serviced by Lonmin	
Service Area	Domestic Waste
Modderspruit	4 600
Segwelane	6 000
Bapong	12 000
Majakaneng	6 000
Wonderkop	11 000
Total Service Points	39 600

Areas serviced through Cash for Waste program

The Cash for Waste program is not running as from 01 July 2017 due to financial constraints in the municipality.

Areas	Number of Beneficiaries	Number of Household Serviced
Mmakau	0	0
Klipgat	0	0
Maboloka	0	0
Madidi	0	0
Khalamtwana	0	0
Zandfontein	0	0
Shaumberg	0	0
De Kroon	0	0
Total Number Of Areas Serviced		0

Level of Service	No. of Households
Waste Removal (weekly)	83 628
Backlog	77 096
Total	160 724

Bulk Container Service

The bulk containers service is rendered mainly to the industries and factories that generate huge volumes of waste (i.e. income generating service) and also placed at strategic points in townships to combat illegal dumping (i.e. non-income generating service). The total number of service points for income generating bulk container service is 226 and for non-income generating bulk container service is 62.

The municipality is currently faced with serious challenges regarding the extension of the bulk container service due to the serious shortage of bulk containers. This situation has led to the loss of income as most new businesses make use of private service providers.

Additional 130 bulk containers of various sizes (i.e. 100 x 6m³ and 50 x 9m³) need to be acquired as a matter of urgency so as to ensure expansion, effective and satisfactory rendering of the bulk container service.

Street Cleaning and Litter Picking

Street cleaning and litter picking is performed on a day to day basis excluding Sundays in Brits CBD. The congestion within the CBD due to traffic and pedestrians reduce the efficiency of street sweeping in the CBD of Brits town during working hours and therefore cleaning also need to be performed after hours and on Saturdays.

(Sections on mobile chemical toilets and septic tank service were removed. This function has been moved to the ITS department according to SMT resolution)

Management and Operation of Landfill Sites and Transfer stations

Hartbeespoort Regional Landfill Site is the only licensed and operational landfill site managed by the municipality. The site is located between the towns of Brits and Hartbeespoort on the farm Anna Agricultural Holdings. All general waste collected by the municipality and it's service providers is finally disposed off at the Hartbeespoort Regional Landfill Site. Rosespruit Landfill Site and Letlhabile Landfill Site were not permitted and as a result, have been closed.

The construction of a lined Leachate Lagoon at Hartbeesfontein Landfill site is urgently required to prevent pollution of ground water in the vicinity of the site.

The municipality has 7 authorised, operational Transfer stations where member of the community can dispose of garden and domestic waste in small volumes free of charge.

Recycling

The following recycling activities are authorised by the municipality include the following:

- Recycling group at Damonsville Transfer station;
- Recycling group at Mothotlung Transfer Station;
- Recycling group in Hartbeespoort, Syferfontein;
- Alternative building material project (Polystyreen recycling) at Kosmos Transfer station.
- Recycling group at Hartbeesfontein Landfill site

The municipality will continue to identify and authorise recycling projects to assist in reducing the volume of waste that is taken to the Landfill site for final disposal. Additional recycling structures will be constructed at transfer stations to make provision for the sorting and storage of recyclable material.

Infrastructure projects earmarked

- Construction of leachate lagoon with liner, sprinkler evaporation system and fencing. R2m
- Construction of Change rooms and ablution facilities at Letlhabile Waste Depot. R800 000
- Construction of Transfer station Ward 3; R3m
- Construction of Transfer station Ward 34; R3m
- Construction of transfer station Ward 39; R3m

Waste Management By-Laws

The Madibeng Waste Management by-law no.1 of 2008, was promulgated on 2 February 2009 and is implemented throughout Madibeng area of jurisdiction. The by-law is will be reviewed during the 2017-18 financial year.

Integrated Waste Management Plan

The Integrated Waste Management Plan (IWMP) is incorporated under the Sector Plans on page 134 of this document. **The IWMP was reviewed during 2016 and the final document was adopted by Council on 09 December 2016.**

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As indicated earlier, Madibeng Local municipality is composed of three dams and four major rivers. The Crocodile River is the longest of the rivers in the Municipality area. This river feeds into the Hartbeespoort dam located in the Southern side of the Municipality.

ENVIRONMENTAL MANAGEMENT

Bio-Physical Environment

This section describes the status quo of the Madibeng Local Municipality in terms of the bio-physical environmental aspects that influence development progression. Specialists in the fields of geology, landscape character assessment, ecology, aquatic ecosystems, hydrology and wetland, agricultural and soil potential where requested to compile status quo reports in their respective fields.

Climate

Rainfall

The study area consists of 30% dry lands, which is characterized by low annual rainfall and high evaporation rates. The mean annual rainfall is 481mm/annum. The region's temperatures are typical of the area located within the summer rainfall area, and these showers often occur as sporadic thunderstorms. Long term climate data for the province is available for weather stations at Pilanesberg and Mmabatho.

Temperature

Situated in the Savanna biome, the study area is characterised by seasonal (summer) and relatively low and unreliable rainfall. The area falls within the Grassland and Savanna Biomes and therefore experiences extremely high summer temperatures and frost in winter (in some areas) contribute to the stressful conditions for plant growth. Average maximum temperatures in summer are above 30°C and winter typically has dry, sunny days and cold nights of temperatures lower than 3°C.

Land cover

The land cover in the study area is represented in figure 4 and tabulated in Table 2 within MLM, EMF. The southern portion is more congested with land use activity than the central and northern sections. The majority of the study area is covered by open bush and sparse or secondary bushland, specifically in the centre and towards the northern extent. Urban environments are located along the southern portion of the site around the Magaliesberg Mountain Range and Hartbeespoort Dam and along the eastern portion of the study area, coinciding with the Tolwane River in the north-east were the development pressure is most prominent. Less than 5% of the study area is developed for mining purposes or residential typologies and currently within MLM, a very low spatial area is committed to conservation with other more economically profitable industries such as agriculture (cultivated land) dominating the landscape. Approximately 18 000ha of land is under irrigation with about 16 000ha from the Hartbeespoort Dam Irrigation Scheme and 4 000ha from the Crocodile River (Beestekraal/Atlanta Area) (LMM, 2008).

Topography

A large degree of the north-western section is relatively low lying, with elevations lower than 1000 metres above sea level. The highest elevations are located in the southern and south-eastern sections of the study area, with contours ranging between 1500m and 1800m above sea level (Figure 5). This contributes to the varied landscape of mountainous terrain and plains. (Source: Madibeng EMF)

Geology

The study area grades from lithologies related to the Transvaal Supergroup in the South to the Bushveld Igneous Rock Complex in the north. The assemblages thus range from shale, quartzite and sedimentary rocks in the south and granite, Gabbro and other igneous rocks in the north. The dolomite and limestone formation indicated in the north-east and far south of the study area is of high risk with regards to founding conditions. Mudstone and shale are medium risk and quartzite is low risk. Any development will require a geotechnical investigation to determine fault lines and folding, especially the areas indicating the presence of dolomite, which will require a dolomite risk assessment

Vegetation

The Western Sandy Bushveld is found on the North western side of Madibeng. The Central Sandy Bushveld North Eastern tip and cutting through from the North Western to South Eastern part. Springbokvlakte Thornveld is found on the North Eastern part. Marikana Thornveld from the South Western right through to South Eastern part. Patches of Norite Koppies Bushveld in the South Western through to South Eastern part. Moot Plain Bushveld on the Southern part of Madibeng. Gauten shale Mountain Bushveld on the Southern part of the Municipality. Carltonville Dolomite Grassland in the Southern tip. There is one game farm towards the central north of the Municipality. More information on vegetation can be found on page 8 of Madibeng EMF.

Protected Species (Trees/Plants)

The following trees/plants are protected species within the Madibeng Local Municipality :

(Morula Tree) *Schlerocarya Birrea*
(Mogotlho) *Acacia erioloba*

Natural Resources

- **Crocodile River**

The Following Dams are located within its sub-catchment, Hartebeespoort, Rooikoppies and Klipvoor. It is a perennial river falling under order number 3. The river is found in the Bushveld Basin Surface. It is categorized as class C River. The river is critically endangered.

- **Roses Spruit River**

It is a Non-Perennial river. It is categorized as Class C River. The River is found in the Surface of Bushveld Basin.

- **Pienaars River**

The river falls under category or type B. It covers an area of 0.34m² and it is 3.93 km long.

- **Tolwane River**

This river is a Perennial river falling under order 2 and Class 3. It flows in the Bushveld Basin surface area. It is endangered.

- **Magalies River**

Magaliesberg is a Perennial river Classified as Class C order 2. It flows in the Bushveld Basin surface area and it is critically endangered.

- **Skeerpoort River**

Skeerpoort river is Non-Perennial. It flows in the Bushveld Basin surface area and is classified as order 1 river. The river is critically endangered.

- **Maretlwana River**

Maretlwane River is Perennial. It is an order 1 river. It is in the Bushveld Basin surface area. The river is critically endangered.

Magaliesberg Mountain Range

The Magaliesberg area is geologically unique and scenically beautiful, and on a world scales very rich in biodiversity and associated ecological interactions. A number of threatened flora and fauna species occur in the Magaliesberg, some of which are near endemics to the mountain. It also contains a number of unique habitats large enough to sustain characteristic vegetation types and species that need large areas to survive. The accessibility of the Magaliesberg also makes it extremely valuable for recreational and eco – tourism purposes. (Source: EMF Magaliesberg Protected Environment)

Madibeng Local Municipality takes pride in the Magaliesberg Mountain Range and therefore considers all available policies prior recommendations for any development in the area. EIA applications falling within the area are not encouraged by the Municipality.

Air Quality

In terms of Air Quality Management ACT, 39 OF 2004 (AQA), local municipalities are responsible for monitoring ambient air quality. To comply with the legislation, the municipality in partnership with DACE North West established an ambient air quality monitoring station. The station was established in Damonsville community centre and it will assist in improving ambient air quality in the area by managing the atmospheric pollution and recording data of pollutants.

In terms of section 15 of AQA each municipality is compelled to compile and adopt an Air Quality Management Plan which must be included in the IDP. The act further requires that each municipality must designate an Air quality officer to coordinate matters pertaining to air quality management in the municipality and compile and adopt Air Quality Management by-laws.

The Madibeng Local Municipality has appointed an Air Quality Officer, but the Municipality has not yet compiled Air Quality Management Plan (AQMP). Fortunately, Bojanala Platinum District Municipality is compiling AQMP and Madibeng is represented in the Project Steering Committee therefore while waiting to compile our own plan we can benefit from the District plan as we form part of the district.

Madibeng Local Municipality has representative in the Provincial-Municipal Air Quality Officers Forum and attends quarterly meetings. The Municipality also participates in the Local Environmental meetings for Interested and Affected Parties coordinated by NAPCOF on quarterly basis. A data base of Industries has been developed and it is updated every quarter.

The predominant mining activities in the Madibeng area include the production of the following:

- Ferrochrome
- Vanadium Pent oxide
- Chromium
- Silica Sand used in the manufacturing of glass
- Stone quarries

- Granite quarries
- Platinum

Climate Change

Climate change arise as human activity degrades the natural environment by removing and destroying vegetation that serves as a sink for carbon gases and is one of the serious environmental problems that needs a serious attention.

Madibeng Local Municipality conducts climate change campaigns in various wards per quarter. Environmental forums are also established in various wards to represent the community and share climate change information. Climate change Workshops and Symposiums are conducted to disseminate awareness information on climate change, what causes it and how the people can contribute towards solving the problem of climate change. These activities are planned on quarterly basis.

Environmental Management Framework (EMF)

Environmental Management Framework is a legal tool that is used by Municipalities and departments to achieve sustainable development. EMF also shows and guide areas where development must take place and areas that are environmentally sensitive. The municipality in conjunction with the Department of Environmental Affairs and Tourism (DEAT) and the Department of Agriculture, Conservation and Environment (DACE) are developing an EMF. The Management Framework is completed but it is not yet adopted by the Council. Even if our EMF was compiled after the Spatial Development Framework was completed, the two documents were aligned.

Integrated Environmental Management Plan (IEMP)

The municipality developed a draft IEMP during the 2016-16 financial year. The IEMP is focused on inclusion of environmental requirements, objectives and targets in the Integrated Development Plan (IDP) of the municipality. The draft document was presented for public participation and will be submitted to Council for adoption within the 2017-18 financial year.

Environmental Education and Awareness

This is a tool that is used to promote and empower communities on environmental issues within our jurisdiction. It is used to increase awareness on environmental issues and assist in developing the knowledge, skills, values and commitment necessary to achieve sustainable development. Through this program we support NGO's, Environmental clubs and schools to attend Environmental Education training, Camps and events.

The division implements a minimum of one clean-up campaign per quarter focusing mainly on areas that do not receive a weekly waste management service.

Environmental Impact Assessment

Environmental Impact Assessment is the evaluation of Impacts in relation to a particular development or its alternative and generating mitigation measure or strategies to help reduce the extent of the impact on the environment. The developments are identified as per the EIA regulations, 2006 GN 386 and GN 387. After the Municipality has been identified as the local authority, it is then given an opportunity to register as Interested and Affected Party. The reports are then submitted for comments. Within the Municipality, the comments are made and submitted within the stipulated timeframe with the guidance of available legislation / policies e.g. EMF and SDF.

By commenting on various development activities e.g. Scoping Reports, Environmental Impact Assessment Report and Environmental Management Program Report, it awards the office of Environmental Management an opportunity to ensure that various environmental features within the Madibeng Local Municipality are protected from the damage of development activities. In certain instances where they cannot be 100% protected, rehabilitation measures or plans may be suggested and employed after the activity.\

Intergovernmental- Relations

- Madibeng Local Municipality: Waste and Environmental Management is represented on Provincial Air Quality Forum and Waste Forum. The forums are coordinated by Department of Agriculture, Conservation, Environment and Rural Development (DACERD).
- DACERD funded the Air Quality Monitoring Station in Damonsville.
- DACERD funded the Strategic Environmental Assessment for Hartbeespoortdam area.
- Department of Environmental Affairs (DEA) funded Madibeng Environmental Management Framework (EMF) and DACERD had officials on the EMF project steering committee.
- DEA upgraded Kosmos Transfer Station in Hartbeespoort.
- Department of Education, North West Parks & Tourism Board and DACERD are part of Madibeng Environmental Stakeholders Forum which plans Environmental Outreach Programmes in Madibeng.

The Environmental Analysis of the Municipality

The municipalities are required to view environment as an important aspect which if not protected will be harmful to the health and wellbeing of its citizen and natural resources. More so that environmental matters fall within the legislative and executive competence of local government and should form part of the municipal developmental objectives.

The municipality has the responsibility to provide in its IDP document, a detailed analysis of their environment including amongst others:

- Climate and Air quality; temperature, annual rainfall, wind and air
- Habitat and biodiversity; natural resources(flora and fauna)
- Conservation; proclaimed parks/nature reserves and heritage resources, environmental capacity building, awareness and empowerment, cooperative governance and integrated planning
- Water resources; river networks, wetlands, ground and surface water resources(quantity and quality)
- National environmental legislations and policy documents that governs the environment

Over and above these there is a need in the municipal IDP document to define what environment and environmental management terms mean to the municipality with reference to the definitions provided by environmentalist and national legislations. The definitions thereof should not be narrowly limited to meaning the ecology or physical nature, e.g. water, air, fauna & flora, etc, thus excluding the other most important parts that give the environment its entirety.

An integrated environmental management is the code of practice that ensures that environmental considerations are fully integrated into the management of all activities to achieve desirable balance between conservation and development.

The DEAT Guideline on Strategic Environmental Assessment 2000, environmental management must be integrated and acknowledge that all elements of the environment to be linked and interrelated, and it must be taken into account the effects of decisions on all aspects of the environment and all people in the environment by pursuing the selection of the best practicable environmental option.

The main focus areas are:

- Support to environment and sustainable development in the North West
- The Integrated Waste management Plan
- Air Quality Management Plan
- Environmental Impact Assessment for specific projects
- The spatial development framework
- Environmental toolkit for IDPs
- Capacity building for environmental management and sustainable development

Legislation, policy documents and environmental legal register to be considered in relation to environment and environmental management include and not limited to the following:

Legislative Framework	The Environmental Legal Register
The Constitution of the Republic of South Africa Act 108 of 1996	The National Environmental Management Air Quality Act, No 39 of 2004
The National Environment Management Act No.107 of 1998 (NEMA)	The Integrated Waste Management Bill, November of 2004
Environmental Conservation Act 73 of 1989(ECA)	The National Environmental Management Act, Act No 107 of 1998
Local Agenda 21 (LA 21).	Environmental Impact Assessment Regulations,2010
Air Quality Management Act 39 of 2004	The Environmental Conservation Act, No of 1999
Municipal Systems Act 32 of 2000	The National Environment Management: Biodiversity Act of 10 of 2004
	The White Paper on Integrated Pollution and Waste Management, 2000
	The National Water Act No 36 of 1998
	The World Heritage Convention Act
	The National Waste Management Strategy Implementation
	The National Environment Protected Areas Act
	The Tourism Amendment Act
	The National Heritage Council Act, Act No 11 of 1999
	The Constitution of RSA, Act 108 of 1996
	National Forest Act No 84 of 1998
	Mineral and Petroleum Resources Development Act No 28 of 2002
	National Environmental Management: Waste Act No 59 of 2008

The environmental legal register requires each municipality to work towards complying with environmental legislations. Municipalities are urged to take this register into considerations during their budgetary processes.

The environmental legal register is done with the sole aim of reducing the environmental issues surrounding our communities and total protection of the environment for everyone including future generations.

Summary of Environmental Issues

This is just an illustration you may feel free to mention other specific environmental issues in your area.

Issue	Casual Factors	Required Interventions
Soil Erosion	Roads, Pathways, Mining and uncontrolled human induced veld fires	Conservation practices and thorough controls
Loss of Indigenous Vegetation	Cultivation, poor farming practices, alien plant invasion, ribbon develop-ment, poor catch-ments management, housing development, firewood harvesting, uprooting of some indigenous trees for selling.	<ul style="list-style-type: none"> Education Law enforcement; no development in areas currently not zoned for development unless effects have been considered under National Environmental Management Act: Listed Activity Regulation 386 & 387, including local and district EMP's
Air Pollution	Mining Activity, burning of tyres for metal recovery, burning of waste, fugitive dust from brick making activities	Education, establishment of recycling projects, Monitoring & Compliance with Air Pollution Legislation
Land Pollution	Poor waste management practices, attitude,	Education Law enforcement Recycling projects
Agriculture	Poor farming practices	Capacity building Initiatives
Water Pollution	Alterations in the natural drainage patterns	Integrated catchments planning that will control activities likely to have negative impacts on water and estuarine systems
Urbanization of Rural areas	Lifestyle changes that are not supported by adequate (if at all) social services in the rural areas,viz. waste management	Integrated Waste Management Plan

(Source: EMF, Madibeng Local Municipality)

EDUCATIONAL FACILITIES

Statistical Information on Education in Madibeng - (Census 2011)

	2001	2011
Literacy Rate	81.8	89.0
Attending Educational Institution (%)	70.0,	62.7
No Schooling (%) (20yrs +)	15.1	7.8
Primary Enrolment (%) (6-13yrs)	90.0	93.3
Matric Completion (%) (20yrs +)	20.9	26.7
Completed Higher Education (%)	5.4	3.4

Private schools

Name	Area	Pupils	Classrooms	Language
Academy for Christ	Brits	1085	14	English
Light House College	Brits	262	14	English
Rabboni Christian School	Brits	604	27	English
The Mountain College	Hartbeespoort	137	6	English
Eagle Christian School	Brits	237	14	English
B. Mpoza Independent School	Lethabile	234	14	English
Peacanwood College	Peacanwood			English
PLG College	Xanadu	346	25	English

List of Schools in Madibeng with needs of services:

Name of School	Emis No	Sanitation	Water	Electricity	Language	Location*
Bothabelo High	100210	No sanitation	Available	Available	English	Oukasie
Charles Mamogale Primary	100235	No sanitation	Available	No electricity	English	Jericho
Dipompong Primary	100301	No sanitation	Available	Available*	English	Dipompong
Frikkie Smith Intermediate	100378	No sanitation	Available	Available	E & S	Skeerpoort
Fumane Middle	100379	No sanitation	Available	Available	E & S	Klipgat
Goakganya	100443	No sanitation	Available	Available	E & S	Phasha
Keitumetse Primary	100650	Available	Available	Available	E & S	Klipgat
Khulusa Primary	100716	Available	Available	Available	E & S	Brits
Lorato Primary	100925	No sanitation	Available	Available	E & S	Hebron
Makanyaneng Secondary (merged) with Diphetogo.	101019	Available	No water	Available	English	Klipgat
Makgabetlwane Primary (Moretele Local Municipality)	101022	No sanitation	Available	Available* Moretele	-	Makgabetloane
Makopye More Middle	101038	No sanitation	Available	Available* merged	English	Jericho
Micha kgasi High	101200	No sanitation	Available	Available	English	Kgabalatsane
Mmamogwai Intermediate	101222	No sanitation	Available	Available	English	
Moiletswane Primary	101305	No sanitation	Available	Available	E & S	Moiletswane
Motlhake Intermediate	104066	No sanitation	No water	Available	S & E	Mmakau
Motshwane High (Mmadikete Lion Sec)	101449	No sanitation	Available	Available* merged	English	Maboloka
Motsile III Primary	101447	No sanitation	Available	Available* merged	E & S	Kgabalatsane
Nkoana Poo (Ntolo Secondary)	101510	No sanitation	Available	Available* merged	English	Madidi
Obed More Special		Available	Available	Available	E & S	
IB Damons Combined School		No adequate sanitation	Available (Jojo) tanks needed	Available	English	Damonsville
Ras Primary (Closed)	101758	No sanitation	Available	Available* merged	Closed	
Refentse Primary	101796	No sanitation	Available	Available	S & E	
Retlhatlositswe	101844	No sanitation	Available	Available* merged	S & E	
Sekwati Primary	101943	No sanitation	Available	Available	E & S	

* E = English S = Setswana

HEALTH SERVICES

Community participation is the cornerstone of the Primary Health Care system and also a legislative imperative. Various structures such as hospital boards, health forums and ward committees exist in order to facilitate community involvement on health issues that affect their daily lives. There is a plan to revitalize and strengthen these health forums.

There are two hospitals in Brits, namely the Brits Hospital and Brits Medi Clinic, which is a private clinic. Apart from that we have the following primary health care centres, with trained nurses rendering services:

INSTITUTION		NO. PN	PHC TRAINED NURSE	SERVICES RENDERED
Maboloka	20,531	5	2	7 days
Fafung	3,778	1	0	8hrs
Hebron	12450	10	4	24hrs
Jericho	11,821	4	1	reduced to 7 days
Refentse	2104	1	1	8hrs
Mmakau	22,157	7	4	7 days
Buffelsdoring	2537	2	1	8hrs
Ikhutseng	18720	11	2	24hrs
Hartbeespoort	8,217	2	0	8hrs
Broederstroom	4,533	2	0	8hrs
Damonsville	6,115	1	0	8hrs
Hartbeespoort	8,217	2	0	8hrs
Madibeng Main	10,231	3	1	8 hrs

INSTITUTION		NO. PN	PHC TRAINED NURSE	SERVICES RENDERED
Sonop	4,582	2	0	8hrs
Bapong	17,106	5	1	7 days
Segwaelane	7,012	2	0	8hrs
Majakaneng	16,286	3	2	8hrs
Letlhabile	74,032	16	3	24hrs
Mothotlung	15,845	5	3	7 days
Rabokala	5,110	2	1	5 days
Kgabalatsane	13,262	2	0	5 days
Madidi	8,343	2	1	5 days
Wonderkop	13,393	6		5 days
Oukasie	12,904	4		6 days
Oukasie maternity	4,162	9	0	24hrs

A normal nurse's patient ratio is 1:38 but with the present situation the ratio is 1.54 resulting in prolonged patient waiting period at facilities.

HIV/AIDS

The municipal area is also adversely affected by the high rate of HIV/AIDS. A recent study by the municipality reveals HIV/AIDS a prevalence rate of 45.5% which is quite high compared to the North West prevalence rate of 26.7%. This can be attributed to a number of factors such as higher proportions of migrant workers (miners and farmers), high rates of poverty, unemployment and teenage pregnancies. There has been a growth in truck movement that move across municipal boundaries, which may pose its own problems.

• Socio-Economic Impacts of HIV/AIDS Epidemic in the Municipality

The epidemic is primarily in the economically active population (age 18 – 39), placing a disproportionate burden on an age group with critical social economic roles. Women experience more infections at an earlier age than men, with consequent greater loss of healthy years of life and greater share of burden of care

Mortality rate is increasing among the occupational groups within Madibeng municipality, leading to problems such as high rate of absenteeism, increased costs for care and treatment of workers and low productivity. Although there are no reports which determine whether the rate of excess mortality is due to AIDS or non- AIDS causes, there is a basis for concern. A recent visit to a hospital belonging to one of the largest mines in the province, which is located to the municipality, indicated a total of 159 deaths in one financial year from HIV/AIDS in mine workers. A representative of Brits Industrial Association has also expressed pressure felt by industries due to AIDS related deaths.

• Local Response Towards HIV and Aids

The Department Public Safety and Social Development within the municipality initiated poverty alleviating projects such as gardening, broiler, bakery of which the beneficiaries include people living with HIV/AIDS. These are income generating projects which are intended to contribute towards poverty reduction.

The following programmes have been introduced in an attempt to alleviate the scourge of HIV and AIDS and poverty the municipality:

- Social groups which are able unable to meet their food requirements (food provision).
- The child headed household, especially in the event of high incidence of HIV and AIDS (Care and Support).
- Providing Social Support to the youth in order redirect their energy away from Social crime.
- Formation of Local AIDS Council which is constituted by representatives from various government departments, business and Non Profit Organisations
- Groups who have been and wish to be involved in income generating projects
- Involving the disabled in all relevant objectives in increasing their accessibility to various programmes applicable them.
- Financial support to non profit organizations that deal with HIV/AIDS
- Development of Madibeng Local Municipality HIV/AIDS Policy and Strategy. The study conducted in the Municipality resulted in the development of HIV/AIDS policy and formulation strategy for the community of Madibeng. This will ensure that all multi-sectoral social upliftment programmes within the Municipality are properly planned, implemented, monitored and evaluated.
- Partnership with South African Local Government Association on decentralized response on HIV/AIDS
- Voluntary Counseling and Testing, Prevention of Mother to Child Transmission, Ante Retrovi-ral Treatment
- Interdepartmental Forum

Approximately 492 people living with HIV/AIDS receives social grants from the Provincial Department of Social Development. 41 people are involved in poverty alleviation projects such as vegetable gardens, poultry, carpentry, and bakery and offering home based care. The cooperative sector donate funds for provision of training to capacitate health workers to improve treatment and care.

Madibeng has 28 Non Governmental Organisations rendering the following HIV/AIDS related services:

- ◆ Social mobilisation and communication: awareness/promotional activities,
 - the distribution of promotional materials, social mobilisation through youth programmes and community outreach programmes , and
 - HIV/AIDS support groups, behaviour change programmes, programmes in schools,
 - Sexuality and abstinence education, training of child care and community workers.
- ◆ HIV/AIDS prevention programmes: life skill education, peer education, sexually transmitted infections management, HIV testing services, condom distribution, sexuality and abstinence.
- ◆ Continuum of care services: in- and out-patient care, home based care, providing medication, nutritional advice and support, support services for infected and affected people, emotional and spiritual support.
- ◆ Work place programmes: workplace awareness/prevention programmes, workplace support groups.

The Madibeng Local Municipality prides itself with Non Profit Organisations such as Maboloka HIV/AIDS Organisation (Mahaao), which is a community based organization that fights HIV/AIDS, founded on the principles of Human rights and confidentiality. It started in 1998 as a group of Directly Observed Treatment (DOT) Supporters for TB clients at Maboloka Clinic. The organization further developed into a Home Based Care programme which was registered in 2001 and a 28 bedded hospice was established in February 2004.

The organization runs the following programmes:

- Home Based Care
- Peer Education Project for youth
- Hospice Care
- People Living with HIV/AIDS support group.
- Door to door campaigns
- Anti Retroviral Viral Treatment
- Awareness Campaigns

FIRE AND DISASTER SERVICES

Madibeng Fire and Emergency Services, located in the Brits town, is the main Fire Station with Letlhabile Fire Sub station serving the northern parts of the Municipality.

The strategic goal for fire and emergency services is to improve services and performance standards. The objective is to save lives and property and also provide humanitarian help.

Fire risk classification in Madibeng is as follows:

- | | |
|---------------|-----|
| • High risk | 21% |
| • Medium risk | 33% |
| • Low risk | 46% |

Taking into account the size of the area, and the population size, as well as the classification of risk within Madibeng and comparing it with the SABS prescribes, it is quite evident that there are gaps in service provision. SABS 090 -1972: Code of Practice for Community Practice Against Fire prescribes that the response time from the nearest Fire and Emergency Services should at least be 12 minutes to the scene or within the radius of 50 km.

Collaboration with other Agents

The municipality collaborates with the following agents in order to provide an effective fire services:

- ✦ NECSA which provided Fire fighting services to the former Hartbeespoort TLC areas. A services level agreement is being developed to be in line with the Municipal Finance Management Act.
- ✦ Western Platinum Mine is also servicing Mooiooi and the surrounding areas.

SPORTS AND RECREATION

The majority of active sport facilities in the Local Municipality of Madibeng are currently provided in Brits town. The Madibeng Sport and Recreation Council (MASREC) has committed itself to attract Federations to this area. The municipality will give MASREC support to achieve its set aims and objectives.

Active Sport and Recreation Activities

Oukasie	
Property description:	Erf 750
Type of Sport:	Soccer, Tennis, Volleyball, Netball
Type of facilities:	Soccer x2; Tennis x2; Volleyball x2; Netball x2 (facilities is dilapidated)
Damonsville	
Property description:	Erf 442
Type of Sport:	Soccer, Tennis
Type of facilities:	Soccer x1; Tennis x2 (Delapidated)
Letlhabile	
Property description:	Erven 4874, 3843, 1841
Type of Sport:	Soccer, Tennis, Netball, Basketball
Type of facilities:	Soccer x3; Tennis x2; Netball / Basketball x3 (Delapidated) Soccer field still playable, but ablutions etc totally dilapidated.
Brits	
Property description:	Ptn 704
Type of Sport:	Rugby, Cricket, Tennis, Squash, Boxing, Karate, Wrestling, Gymnastics, Badminton, Korfbal, Bowls, Jukskei & Soccer
Type of facilities:	1x Rugby field; 1x Cricket field; 1x Swimming pool; 2x sport Halls; 12x Jukskei Fields; 2x Bowling Greens; 8x Tennis Courts; 4x Korfbal Courts, 1 x Soccer stadium
Primindia	
Property description:	427 J.Q.
Type of Sport:	Soccer,
Facilities:	1x Soccer Field; 1x Swimming Pool; 2x Tennis Courts; 2x Netball Courts (Delapidated, only soccer field is still usable) Swimmingpool and other facilities totally vandalised.
Klipgat	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Field, 2 x Combi-courts Soccer field playable other facilities vandalised and dilapidated.
Mothutlung	
Type of Sport:	Soccer, Basketball, Netball
Facilities:	1 x Soccer Field, 2 x Combi Courts Delapidated (Soccer fields – gravel)
Hebron	
Type of Sport:	Soccer, Netball, Tennis, Basketball
Facilities:	1 x Soccer Field; 2 x Combi Courts, Delapidated
Modderspruit	
Type of Sport:	Indoor sport e.g. boxing, volleyball etc
Facilities:	Hall (Need upgrading)
Jericho	
Type of Sport:	Soccer & Netball
Facilities:	1 x Soccer Field; 1 x Netball Field
Elandsrand	
Type of Sport:	Soccer
Facilities:	1 x Soccer Field,
Type of Sport:	Soccer
Maboloka	
Type of Sport:	Netball
Facilities:	2 x Combi Courts and Hall (Hall was burned down)
Type of Sport:	Indoor sport

Infrastructure Development in Sport and Recreation

Name of Project	Project Description	Project Amount	Project Status
Moiletswane Sport field	Community consultation phase	R1 317 025.00	Funding just approved
Kgabalatsane Sports Facility	2 x Soccer Fields, 1 x Combo Netball/ Volleyball Courts, 1 x Tennis court, Ablution facilities, Diamond mash wire fence, water storage tanks, borehole.	R2m Additional funds still to be applied for	Application
Ward 31 Sports Facility	To be registered	R 2 000 000.00	Application
Maboloka Sports Facility	To be registered	R 8 000 000.00	Application

LIBRARIES

The municipality has eleven libraries, situated in Brits, Kosmos, Schoemansville, Jericho, Oukasie, Damonsville, Letlhabile, Mothutlung and Lethabong – refer to the table below for more detailed information:

Since literacy is part of library the programs, there are programs that are running in all the libraries in Madibeng. The program for the blind is up and running in the Brits library.

Libraries are now using a new system called SLIMS, powered by BROCADE, which has been installed at Oukasie, Brits Letlhabile and Hartbeespoort, Damonsville, Kosmos and Mothutlung, Lethabong and Jericho

Library Facilities

Area	Members	Books	Average/monthly circulation	Average/member	Average monthly usage	Librarians
Brits	7150	35377	4581	0.71	2446	1
Damonsville	776	3982	82.91	0.11	64	1
Kosmos	299	9700	153.08	0.51	50	1
Oukasie	520	198	69.8	0.13	862	1
Hartebeespoort	- 6502	26080	3437	0.52	875	1
Letlhabile	1468	8419	93.6	0.13	1600	1
Mothutlung	741	6575	65	0.09	267	1
Jericho	520	2286	13.75	0.08	80	1
Lethabong	161	3475	69.8		550	1
Hebron	0	3200	0			0
Modderspruit	Not handed over					

Guiding principles

- 1 Library for 10 000 citizens (short and medium term)
- 1 Library for every 15 000 citizens (long term)

SOCIAL SERVICES

The municipality has strived to collaborate with several sectors in order to address social ills such as poverty, crime, ill health and others in order to contribute towards the improvement of social quality of life. The municipality works in partnership, with the Brits and ODI Service Point which renders the following services: *Restorative justice, Social work, Community Development and Social Security.*

Poverty Alleviation Projects

The municipality has committed itself towards poverty reduction measures. The office of the President has declared Maboloka as one of the nodal areas in the North West Province and the project is called poverty war- room. The aim is to address issues of Poverty in Maboloka. The Bojanala District Municipality gives support to the project.

Arts and Culture

Arts and culture in Madibeng comprise of fine arts, visual arts, drama and music. The Municipality coordinates Arts programmes with the District, Province, National Government, NGOS, CBOS and Private Sector. Programmes are conducted annually to promote Arts and Culture and to conscientize the community about diversity.

Annually the Municipality host various competitions e.g fine arts , dance and music.

Music School

In 2013, the Municipality envisaged to establish a music school at Schoemansville, whereby instruments were bought and Bojanala District Municipality also purchased a few. The school will be catering for all age groups, but more focus will be on primary schools learners from the disadvantaged areas.

The challenge for the school for not opening are budgetary constrain, and lack of personnel.

Arts and Cultural groups do exist in different communities. The Arts, Culture and Heritage Foundation was launched at the Primindia hall on the 9 July 2005. The purpose of the formation of this structure is *inter alia* to encourage awareness and to consolidate community participation in the development of arts, culture and heritage.

The foundation serves as the mother body to all cultural bodies and associations that embody all art forms and categories. Five category associations that report to the foundation were also formed. These categories are Drama, Music, Arts, Fine Arts, Dance and Heritage.

Child Care Facilities

According to the Municipal Structures Act this area is the core of the municipality whereby social service has been busy doing the investigation as to regulate and monitor the service. It also forms part of the part of the Child Care Act No. 74 1983

PUBLIC SAFETY

Arrive Alive Campaign

The municipality is also actively involved in the Arrive Alive Campaign which was launched during 1997. Since embarking on this campaign it is clear that there is a significant reduction on road accident fatalities. This is also reflected in the amount of accidents that took place during the festive seasons.

The planning of this actions and day to day activities is based on the identifying of danger areas by means of accident reports.

Public Transport

The Madibeng Local Municipality is embarking on a campaign whereby special attention is being given to taxis and problems regarding this part of the traffic fraternity. Provide quarterly free Pre trip Road worthiness Inspection for Taxis.

Driver's License Testing Centre (DLTC)

The Municipality assist the members of public in respect of renewal of license by closing the centre later at 18:00.

This was due to the online booking system rolled out in the Gauteng Province and the large influx of people from that Province to apply for their renewal of driver's and PrDP license.

By - Law Enforcement

The Municipality established a Law Enforcement Unit that will enforce Municipal By-Laws, the Unit will coordinate the enforcement function with all relevant stakeholders for complian

Spatial Development Initiatives

The two Spatial Development Initiatives (SDIs) present in MLM are the Platinum Corridor and the Mabopane-Centurion Development Corridor. The former is of high importance based on the fact that it forms part of the key National imperatives.

Platinum Corridor

The Platinum Corridor runs parallel to the Magaliesberg Mountain Range along the N4 freeway. This corridor is part of the bigger transport link which stretches from the Walvisbay in Namibia through Botswana on the western side and links to the Maputo Corridor in the eastern direction. The Platinum Corridor is essentially meant to link Namibia, Botswana, Gauteng and Mozambique to Brits and its surroundings, so as to stimulate the tourism, business and industrial/commercial development in MLM.

This corridor is more a transport corridor than it is a land use corridor. This is attributed to the fact that it is a freeway, which allows more mobility than land use. In this regard there is a need for a smaller scale spatial form that will harness MLM's local economies and link it to the Platinum Corridor.

Mabopane-Centurion Development Corridor (MCDC)

The Mabopane-Centurion Development Corridor (MCDC) is located on the eastern direction of the municipal area. This corridor feeds into the Platinum Corridor and intends to link Brits with Tshwane, Centurion, Sandton and Mabopane. The idea is to link major residential and employment areas in this zone. These may include the automotive cluster in Rosslyn, linked to Mabopane's labour markets and the high tech industries in Centurion. Through this corridor, agglomeration economies shall emerge and the existing economic base will be harnessed.

Brits-Rosslyn Mixed Land Use Corridor

Brits-Rosslyn Mixed Land Use Corridor is in alignment to the MCDC and the Platinum Development Corridor. There are various land uses found in this area, ranging from residential, industrial, commercial and mining developments. This is beneficial with regards to the Platinum corridor as good manufactured from Rosslyn and Madibeng agricultural produce can be stored and be readily available for transportation within the Platinum corridor linkages.

This corridor stretches from the core (Brits/Oukasie) of MLM to the eastern side towards Rosslyn, where it covers Damonsville, Mothutlung and Mmakau. There is increased interdependence between this area and Tshwane. The R566 and the railway line are the backbone of this corridor. In this regard there should be attempts to foster public and commercial transport infrastructure as to allow the efficient and cost effective transportation of good and people.

The Madibeng Local Municipality is using the Bojanala Platinum District Municipality Integrated Transport Plan which has a Vision, objectives and programmes.

Madibeng

1.1 Madibeng is home to the following public transport operations:

- Scholar Transport
- Minibus Taxi Operations
- Commuter Bus Operations
- Cross Border Operations

1.2 An Operating License System (OLS) has been developed for Madibeng taking into account the status quo and projected demand for public transport permits. (See Annexure B)

The following elements were considered in developing the strategy:

- Public Transport Infrastructure
- Status of Facilities
- Public Transport Network

- Processing of License Applications
- Law Enforcement

1.3 Madibeng accounts for 34% of the total facilities in Bojanala. A whopping 86% of those are unfortunately informal which is undesirable. Below is a table with all the facilities in Madibeng.

#	Facility Name	Address / Description	Facility Type
1	Mothotlung to Brits Taxi Rank	Railway	Taxi
2	Mothotlung (Pretoria) Taxi Rank	Mmakau	Taxi
3	Oukasie Taxi Rank	Oukasie	Taxi
4	Tshabadimaketse Taxi Rank	Tshabadimaketse	Taxi
5	Bapong Taxi Rank	Bapong Cash Loans	Taxi
6	Yarona Shopping Centre Taxi Rank	Yarona Shopping Centre	Taxi
7	Shaking Taxi Rank	Shaking	Taxi
8	Hebron Taxi Rank	Hebron Taxi Rank	Taxi
9	Damdoryn Taxi Rank	Spar	Taxi
10	Peacanwood Taxi Rank	Peacanwood Centre	Taxi
11	Madidi Taxi Rank	4381 Madidi	Taxi
12	Maboloka Taxi Rank	Maboloka	Taxi
13	Letlhabile Taxi Rank	Letlhabile	Taxi
14	Majakaneng Taxi Rank	Majakaneng Taxi Rank	Taxi
15	KFC Taxi Rank (Brits)	KFC	Taxi
16	Segwaelane Taxi Rank	Segwaelane	Taxi
17	Klipgat Taxi Rank	Klipgat	Taxi
18	Schoemansville Taxi Rank	Schoemansville Centre	Taxi
19	Jericho Taxi Rank	1280 Rasengwati Section	Taxi
20	Pep Taxi Rank	Pep Store Taxi Rank	Taxi
21	Behrens Taxi Rank	Man Rank next to Boxer(Brits CBD)	Taxi
22	Sales House Taxi Rank (Brits)	Brits CBD	Taxi
23	Brits Mall Taxi Rank	Brits Mall	Taxi
24	Damonsville Taxi Rank	Damonsville	Taxi
25	3 Way Stop Rank, Mshaye Taxi Rank	Letlhabile	Taxi
26	Sonop Taxi Rank	Sonop	Taxi
27	Bapong Sleeping Ground	Bapong	Bus
28	Brits Bus Rank	Brits	Bus
29	Fafung Sleeping Ground	Fafung	Bus
30	Jericho Sleeping ground	Jericho	Bus
31	Letlhabile Sleeping Ground	Letlhabile	Bus
32	Maboloka Sleeping Ground	Maboloka	Bus
33	Mothotlung	Mothotlung	Bus
34	Hebron Bus Rank	Next to Hebron Taxi Rank	Bus
35	Madidi Sleeping Ground	Madidi	Bus
36	Shakung Sleeping Ground	Shakung	Bus

- 1.3.1 The processing of license applications involves the Provincial Regulatory Entity (PRE) and the local municipality. PRE will not issue a new license without a municipal confirmation of adequate facilities and the considerations from the host taxi association.
- 1.3.2 The maintenance burden of the current road infrastructure is taken into account when considering new licenses.
- 1.3.3 Law enforcement ensures the smooth operation of public transport within Madibeng in light of licenses issued.
- 1.3.4 There are proposed transport forums for the district as well as the local municipality

1.4 Optimal utilization of the bus public transport system was analysed by investigating the following elements:

- Current Public Transport Infrastructure (Routes & Ranking Facilities)
- Total Vehicle Capacity versus Utilization (Subsidized and Unsubsidized)

1.5 A Rationalisation Plan (Rat Plan) is developed to make sense of the current public transport model with a view on future supply and demand. The Rat Plan is prepared for the current cycle from 2017 to 2022. (See Annexure C)

1.6 Rat Plan recorded following;

Table 1: Ranking Facilities in Madibeng

Facility Name	Address / Description	Facility Type
Bapong Sleeping Ground	Bapong	Sleeping Ground
Brits Bus Rank	Brits	Bus Rank
Fafung Sleeping Ground	Fafung	Sleeping Ground
Jericho Sleeping Ground	Jericho	Sleeping Ground
Letlhabile Sleeping Ground	Letlhabile	Sleeping Ground
Maboloka Sleeping Ground	Maboloka	Sleeping Ground
Mothotlung	Mothotlung	Bus Depot
Hebron Bus Rank	Next to Hebron Taxi Rank	Bus Rank
Madidi Sleeping Ground	Madidi	Sleeping Ground
Shaking Sleeping Ground	Shaking	Sleeping Ground

Most of the facilities are informal, not compliant to the Taxi Recapitalisation Programme and are in need of basic municipal services like water and sanitation. Currently the facilities are not adequate for all the stakeholders, especially the minibus taxi operators for local and cross border public transport operations.

Table 2: Madibeng Bus Route Utilization

Vehicles	No. of Vehicle Trips	Vehicle Capacity	No. of Passengers	Capacity Utilisation
82	157	10205	6204	61%

Table 3: Madibeng Scholar Transport Summary

No. of Operators	No. of Km	Number of Buses
59	8065.85	213

At just over 60%, the Bus operations are optimal but this could improve to enhance efficiency by investigating the possibility of a Bus Rapid Systems.

The scholar transport statistics need to be consolidated with the department of education, which has recently taken charge of that programme.

Table 4: Scholar Transport

Operator	No. of Buses	No. of Routes	Kms Month /	Trips / Month	Passengers per Month	Subsidy / Annum
Bojanala Bus Service	232	370	1 203 532	21 342	855 242	R226 624 454.69
Thari Bus Service	169	163	609 185	15 061	564 686	R142 516 794.04
NTI	58	97			749 176	R169 861 120.00
Scholar	159	159	9 541			R169 861 120.00

1.7 Rail

There are three distinct railway lines in the MLM. Two run horizontally in the southern area of MLM while the other runs in a north westerly direction of the R511. Of the horizontal ones, one is located south of Hartebeespoort Dam, while the second one is located on the north side of the Magaliesberg Mountain range. The one below the dam stretches along the R560 and at the base of the Witwatersberg mountain range, all the way to Longmeadow. However this railway line is not in use, but there are tourism options for it in the future.

The other railway line enters MLM at Rosslyn, runs past Mmakau via south of Brits and travels north of Bapong into the western boundary of MLM. This railway has four station located at the north of Bapong, Brits CBD, Brits Industrial and Mmakau. The third railway line stretches from Mmakau-Bapong into the northern direction similarly to the R511 route. This railway line has three station and ends at the last one. These stations are namely, the Lanberg, Rooikoppies Dam and the final one at Kalklaagte mine.

Commuter train services impact on the south eastern portion of the district. Commuter trains operate from De Wildt to three other stations in the district (Taillardshoop, Garankuwa and Medunsa) and thereafter to Rosslyn, and terminals at Belle Ombre and Bosman Street stations via Pretoria North and Hercules.

Currently, there are 4 peak hour trains per day between Monday and Friday from De Wildt to Wintersnest and beyond and, likewise 4 trains in the reverse direction. In the longer two hour peak period there are 7 and 8 trains respectively. Over a 24 hour period, there are 22 trains between De Wildt and Wintersnest and 23 in the return direction. Accordingly, the headways on that section of line are 15 minutes. The line carries less than 1000 peak period passengers from BPDM into Tshwane and the capacity utilisation is, therefore, only around 25%.

The train trip from De Wildt to Pretoria takes 60 minutes compared with 35 minutes by minibus-taxi. The tariff for train trips at 7c per km is considerably lower than for buses or taxis at between 15c and 20c per km. The single trip cost per ticket from De Wildt to Pretoria is R5 and this compares favourably with buses and minibus-taxis.

1.8 Backlog

- 1.8.1 New Taxi Rank facilities
- 1.8.2 New Bus Rank facilities
- 1.8.3 Upgrade of existing Taxi Rank facilities to comply to Taxi recapitalization framework
- 1.8.4 Upgrade of existing Bus rank facilities
- 1.8.5 Incorporation and upgrading of Hawkers facilities
- 1.8.6 Upgrade and provision of Bus and Taxi Route to desired standards

PROJECT PHASE

PRIORITIZED PROJECTS FOR THE PERIOD 2020/21 TO 2021/2023

DESCRIPTION	WARDS	PROPOSED BUDGET 2020/21	BUDGET 2021/22	BUDGET 2022/23
KLIPGAT EXTENTION WATER SUPPLY	24,8,36,37	R 45 000 000,00	R 15 000 000,00	R 15 000 000,00
HEBRON/ KGABALATSANE/ ROCKVILLE/ITSOSENG/ WATER	10,15,16,41	R 50 400 000,00	R 35 000 000,00	R 55 000 000,00
KLIPGAT SANITATION	24,8,36,37	R 60 810 000,00	R 40 000 000,00	R 50 000 000,00
WARD 1 VIP TOILETS	1	R 1 000 000,00	R 12 000 000,00	R 15 000 000,00
UPGRADING OF MOTHOTLUNG OUTFALL SEWER	20	R 2 000 000,00	R 10 000 000,00	R 12 000 000,00
UPGRADING OF OUKASIE OUTFALL SEWER	13;14;22,	R 2 000 000,00	R 11 000 000,00	R 11 000 000,00
WATER SUPPLY AUGMENTATION: BOREHOLES	1,2,25,26,27,29,34	R 2 000 000,00	R 15 000 000,00	R 15 000 000,00
HIGH MASS LIGHT ENERGISING	10,15,16,41	R 2 697 150,00	R -	R -
HIGH MASS LIGHT	all	R 5 000 000,00	R 40 000 000,00	R 45 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 1 (Ward 40 Sonop internal road)	7,25,28,31, 40	R 6 800 000,00	R 13 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 2 (Rehabilitation of Oukasie Clinic road and extension 4 taxi road – Ward 39)	13,14,22,39	R 5 800 000,00	R 12 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 3 (Ward 16)	10,15,16,41	R 8 000 000,00	R 12 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 4 (Ward 3 Madidi-Block C stormwater drainage system)	3,8,24,36,37	R 2 500 000,00	R 12 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 5 (Ward 35 Oskraal Clinic road)	9,11,12,38,35	R 13 000 000,00	R 13 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 6 (Ward 1)	1,2	R 10 000 000,00	R 12 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 7 (Ward 4- Letlhakaneng internal link road)	4,5,6,34	R 12 000 000,00	R 12 000 000,00	R 12 000 000,00
UPGRADING OF INTERNAL ROADS OF CLUSTER 8 (Ward 35 - Thetele-Switch link)	17,18,19,35	R 4 500 000,00	R 12 000 000,00	R 7 000 000,00
MMAKAU LIBRARY	17,18,19	R 11 707 690,00		
OUKASIE TAXI RANK	13,14,39;22	R 7 441 995,00		
MADIBENG SMME DEVELOPMENT HUB – BRITS	ALL WARDS	R 13 625 582,47		
KLIPGAT FIRE STATION	3,8,24,36		R 16 000 000,00	
PMU OPERATIONS AND MANAGEMENT		R 13 518 582,53	R 13 559 000,00	R 15 408 000,00
TOTAL MIG		R 279 801 000,00	R 305 559 000,00	R 324 408 000,00

COSTED PROJECTS AS PER WARD NEEDS LISTED IN 5 YEAR IDP

DESCRIPTION	WARDS	ESTIMATED COST	FUNDING SOURCE
BOREHOLES REHABILITATION	34,35	R15 500 000	DWS / MIG
KOSMOS RIDGE SEWERAGE TREATMENT PACKAGE PLANT	29	10 000 000,00	INTERNAL
MABOLOKA BOREHOLES ENERGIZING	4,5,6	500 000	PIG
MADIBENG INTERGRATED WATER MANAGEMENT PLAN	1 to 41	5 000 000,00	MWIG
MAJAKANENG PHASE 1 BOREHOLE REFURBISHMENT	7 & 28	10 000 000,00	DWS
REFURBISHMENT OF WASTE WATER TREATMENT WORKS	23,20,11 & 12	45 000 000	MLM
REFURBISHMENT OF RESERVOIRS	23,9,11	5 000 000	MLM/DWS/MINING SECTOR
RETAIL WATER METERS		14 000 000	INTERNAL
SCHOEMANSVILLE SEWER PUMP STATIONS	30,33	60 000 000	INTERNAL
SCHOEMANSVILLE TELEMETRY SYSTEM	30,33	1 000 000	INTERNAL
SUNWAY VILLAGE BULK SEWERLINE	30	5 000 000	MLM
FENCING OF SUNWAY TREATMENT PLANT	30	200 000	MLM
SUPPLY WATER METERS	Ward 1 to 41	37 500 000	DWS / MLM
UPGRADING OF SEWER INFRASTRUCTURE	21	25 000 000	MIG
COMBINATION TRUCK FOR SEWER	all Wards	15 000 000	MLM
VIP TOILETS	2 ,28,33 and 9	25 000 000	MIG/DWS/HS
WATER RETICULATION	8,14,25,40,5,41,37 &18	100 000 000	DWS/ MIG
WATER TANKERS PROCUREMENT	all wards	75 000 000	MLM
BOWLING GREEN & COMMUNITY CENTRE	33	R7 000 000	MIG
CONSTRUCTION OF SPORTS FACILITY	2,4,8,10,31,40,26,35	R51 000 000	MIG
CONSTRUCTION OF WASTE TRANSFER STATION	3, 34, 39	R15 000 000	MIG
HARTEBEEES LANDFILL SITE (capping)	33	10 935 000	MIG
KGABALATSANE SPORTS FACILITY	10	2 000 000	MIG
KLIPGAT LIBRARY	8,24,36,37	R6 500 000	MIG
MMAKAU LIBRARY	17,18,19	7 000 000	MIG
UPGRADING OF LIBRARY	21	R5 000 000	MIG
UPGRADING OF SPORTS FACILITY	11, 12, 14, 20, 31, 39	R14 000,00	MIG
WARD 31 SPORTS FACILITY	31	2 000 000,00	MIG
WASTE REMOVAL	19	R2 000 000	INTERNAL
WASTE REMOVAL	29	1 000 000,00	INTERNAL
WASTE SKIPS	30	R100 000,00	MIG
DEVELOPMENT OF LETLHABILE TAXI RANK	9,11,12,35		MIG
UPGRADING OF HEBRON TAXI RANK	41	13 000 000	MIG
UPGRADING OF OUKASIE TAXI RANK	13,14,22,39	6 000 000	MIG
MOOINOI FIRE STATION	27	7 300 000	MIG
DEVELOPMENT OF HAWKERS PAVILLION(VARIOUS TOWNSHIPS)	9,11,12,13,20,21,22,35,39	15 000 000	MIG
FORMALIZATION OF RURAL AREAS	1, 2, 4, 5, 6, 7, 8,10, 15, 19, 24,28, 31, 32 34, 35, 36, 37, 40 41	R41 000 000	DRD&LR
CONSTRUCTION OF NEW MUNICIPAL BUILDING	23	R 100 000 000	INTERNAL
MABOLOKA 1,7 KM ROAD	4	R10 000 000	MIG/RBIG/ PRIVATE SECTOR
REFURBISHMENT RIETFontein WASTE TREATMENT PLANT	30	R385 000 000	
UPGRADING OF BRITS PURIFICATION PLANT	23	R950 000 000	
CEMENT PALISADE FENCE AT CEMETERY	20	8 000 000	MIG
CONSTRUCTION OF CEMETERY	8	5 000 000	MIG
CONSTRUCTION OF PARK	1,10,11,20	7 100 000	MIG
FENCING OF CEMETERY	4,6,31	12 000 000	MIG
UPGRADING OF CEMETERY	25,26,34,40	3 000 000	MIG
REFURBISHMENT OF WASTE WATER TREATMENT WORKS	23,20,11 & 12	45 000 000	MIG
REFURBISHMENT OF SEWER PUMP STATIONS	30, 33, 21	60 000 000	MIG
SUNWAY VILLAGE BULK SEWERLINE	30	5 000 000	MIG
SCHOEMANSVILLE TELEMETRY SYSTEM	30, 33	1 500 000	MIG
FENCING AT LETLHABILE & MOTHOTLUNG WASTE WATER TREATMENT	20	3 500 000	MIG
PURCHASE COMBINATION TRUCK FOR SEWER	All Wards	25 000 000	MIG
UPGRADING OF MOTHOTLUNG RETICULATION AND OUTFALL SEWER	20	20 000 000	MIG
UPGRADING OF OUKASIE RETICULATION AND OUTFALL SEWER	13, 14, 22	25 000 000	MIG
LETLHABILE INDUSTRIAL HUB	12	2 000 000	MIG
LETHABONG INDUSTRIA HUB	5	2 000 000	MIG
WONDERKOP HAWKERS PAVILLION COMPLETION	26	500 000	MIG
LETLHABILE FLEA MARKET	9	2 000 000	MIG
SMME DEV HUB	23	5 000 000	MIG
EXT OF BRITS INDUSTRIAL PARK	23	15 000000	MIG
UPGRADING OF LICENSING CENTRE (RA & DLTC)	All wards	20 000 000	MIG
BOKFontein CEMETERY (NEW)	25	600 000	INTERNAL
OUKASIE CEMETERY (EXTENSION)	13	350 000	INTERNAL
DAMONSVILLE CEMETERY (EXTENSION)	21	350 000	INTERNAL

CONTRACTED SERVICES

Project Name	Contract Amount	Duration	Appointment Date
Proposal for Cluster Roads			
Fafung to Rasai Road		Once off	03 December 2012
Contractors for Upgrading of Rankotea Road and Associated Storm Water System Phase 1	R 16 055 016.72	Once off	27 September 2012
Consultants for Madidi Multi Purpose			
Consultants for Klipgat Sanitation Phase 1		Once off	03 December 2012
Proposal for Cluster Roads			
Council's Panel of Attorneys	As & when required	36 Months	05 December 2012
Supply,delivery , installation & maintenance of ICT peripherals devices and systems	As per Price Schedule	36 Months	08 April 2016
Resolving 2011/12 Audit Findings and Preparation of 2012/13 Annual Financial Statements			
Water & Sanitation infrastructure maintenance	As & when required	36 Months	14 October 2014
Construction of Jerich Makgabetlwane Road phase four	R 11 640 451.25	Once off	14 November 2014
Appointment of panel of debt collector			
Security Services -municipal Premises	R 9 759 .49 per Guard	36 Months	01 November 2011
Provision of professional VAT services for period of 3 years			
Cleaning of Mobile Toilets	As per Price Schedule	36 Months	17 September 2014
Procurement of Turkey Solution from a single point service provision for ICT Infrastructure	R 1 797 268.14 per month	36 Months	23 December 2014
Routing Horticultural Maintenance Service for Madibeng Facilities	As per Price Schedule	36 Months	22 September 2014
Supply, Installation and maintenance of smart time and attendance biometric system		36 Months	01 October 2014
Construction of Fafung to Rasai Road phase 2	R 5 576 506.65	Once off	03 October 2013
Construction of Hebron, Rockvill and Kgabalatsane water reticulation networks	R34 950 525.02	Once off	25 February 2015
Service Provider for Cluster 2 : Security Service	R 451 525.48 Per Month	36 Months	28 July 2013
Upgrade of Rankotea Road (Phase 2)	R 9 959 952.42	Once off	03 October 2013
Construction of Hebron,kgabalatsane, Rockville	R 42 777 896.20	Once off	02 October 2015
<i>Construction of Hebron,kgabalatsane, Rockville</i>	R 3 821 242,38		
Waste management services for Hartebeespoort west	As per Price Schedule	36 Months	23 June 2016
Provision for securities Cluster 3	R 11 526.01 per Month/ per Guard	36 Months	07 May 2015
Madibeng Cluster 3 Roads Hebron Itsoseng			
Lethlabile Block B and I road			
Construction of multi - purpose center Madidi	R 8 338 645.53	Once off	27 November 2015
Dithabaneng Multi Purpose Center	R 7 687489.60		
Construction of Klipgat stormwater Phase 3A	R 6 240 875.85	Once off	29 October 2015
Construction of Mmakau internal roads	R 14 261 388.31	Once off	29 October 2015
<i>Upgrading of the main bus & taxi rank</i>	R 703 722.00		
<i>Upgrading of the main bus & taxi rank</i>	R 774 200.00		
<i>Upgrading of the main bus & taxi rank</i>	R 152 635.00		
<i>Upgrading of the main bus & taxi rank</i>	R 289 455.00		

Project Name	Contract Amount	Duration	Appointment Date
Upgrading of the main bus & taxi rank	R 717 071.40		
Upgrading of the main bus & taxi rank	R 2 160 959.47		
Upgrading of the main bus & taxi rank	R 2 617 250.00		
Upgrading of the main bus & taxi rank	R 1 119 046.80		
Consultants for Hebron to Madidi bulk water pipeline project			
Supply and delivery of water materials			
Construction of Jericho cemetery road			
Appointment of panel of civil engineering contractor for various roads and storm water.			
Oukasie stormwater	R 9 029 832.84		
Lethlabile Stormwater Phase 2	R 4 867 511.00	Once off	29 October 2015
Consultants for the Brits Bus and Taxi Rank Upgrading Projects		Once off	25 September 2015
Rendering of physical security services cluster 4	R 12 102.47 per Month/ per Guard	36 Months	11 September 2015
Waste Removal Hartesfontein			
Professional services on electricity bulk infrastructure- Oukasie(Substation)			
Construction of electricity bulk infrastructure-Oukasie(Substation)			04 September 2015
Supply and delivery of protective clothing	As per Price Schedule	36 Months	12 October 2015
Year end procedures and compilation of annual financial statements	As per Price Schedule	36 Months	31 March 2016
Consultant for Various roads	As and when required	36 Months	09 December 2015
Upgrading of gravel road - Segswaelane	R 14 036 332.08	Once off	31 October 2016
Upgrading of gravel road - Segswaelane	R 883 386.00		
Upgrading of gravel road - Segswaelane	R 2 073 956.40	Once off	23 February 2017
Supply and delivery of Water meters	As per Price Schedule	24 Months	18 August 2016
Supply and delivery of Transformer Pole Mounted	As per Price Schedule	24 Months	18 August 2016
Upgrading of internal road cluster 8 Mmakau	R 11 203 322.35	Once off	27 October 2016
Upgrading of internal road cluster 8 Mmakau	R 1 120 322.35	Once off	09 February 2017
Upgrading of internal road cluster 8 Mmakau	R 1223926.12	Once off	15 March 2017
Upgrading of internal road cluster 5 Letlhabile Block G & Block I	R 13 998 177.74	Once off	28 October 2016
Upgrading of internal road cluster 5 Letlhabile Block G & Block I			
Upgrading of Rietfontein Waste Water Treatment Works	R 8 946 888.78	Once off	16 September 2016
Maintenance of Electrical Infrastructure	As per Price Schedule	36 Months	29 September 2016
Compilation & Publication of Madibeng Environment Plan	R 604 200.00	Once off	18 July 2016
Provisioning of waste management and environment related services	As per Price Schedule	36 Months	30 May 2016
Hiring of Plant & Machinery	As per Price Schedule	36 Months	18 July 2016
Hiring of Plant & Machinery	R 639 312.00	Once off	11 September 2017
Supply & Delivery of water & waste water Chemicals & Laboratory Chemicals	As per Price Schedule	36 Months	07 July 2016
Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3A	R 25 492 469.04	Once off	19 August 2016
Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3A	R 2 834 040.00		
Construction of Fafung to Ga-Rasai Road	R 24 614 880.74	Once off	27 June 2016

Project Name	Contract Amount	Duration	Appointment Date
Construction of Klipgat Sanitation Phase 3	R 13 064 982.86	Once off	19 August 2016
Construction of Klipgat Sanitation Phase 3	R 5 946 902.84		
Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B	R 19, 362, 093.37	Once off	19 August 2016
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B</i>	R 2 834 040.00		
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B</i>	R 1 018 660.19		
<i>Construction of Hebron & Itsoseng Water Reticulation Networks Phase 3B</i>	R 441 981.33		
Waste Removal Services In Mothotlung	As per Price Schedule	36 Months	27 June 2016
Panel of Civil Engineers	As & when required	24 Months	05 August 2016
Construction of Cluster 3 Kgabalatsane Road	R 11 246 440.40	Once off	24 October 2016
Assist with adhoc and supplementary valuations	As per Price Schedule	36 Months	24 February 2016
Provision of short term insurance	R 8 789 799.42 per annum	36 Months	12 September 2016
To implement Credit Control Measures	As per Price Schedule	36 Months	13 February 2017
Collection of Meter Readings	R 11.00 per meter	36 Months	13 February 2017
Panel of professional consulting engineering services	As & when required	24 months	06 December 2016
Printing and posting of consumer statements	R 4301.11 per 1000 statements	36 Months	13 February 2017
Collection of cash and deposits from various revenue collection points	R 31 302.00	36 Months	13 February 2017
Upgrading of Internal road cluster 6 Moiletswane & Dipompong	R 14 195 493.74	Once off	24 October 2016
<i>Upgrading of Internal road cluster 6 Moiletswane & Dipompong</i>	R 826 730.53		
<i>Upgrading of Internal road cluster 6 Moiletswane & Dipompong</i>	R 186 556.73		
Construction of Oukasie Stormwater Phase 7	R 13 727 104.85	Once off	24 October 2016
<i>Construction of Oukasie Stormwater Phase 7</i>	R 1 960 899.18		
Design, installation, commissioning & maintenance of electricity & water smart metering system and on line vending for water & electricity	As & when required	36 Months	01 March 2017
Upgrading of Rankotea Road (Phase2B)			
Upgrading of internal Road cluster 4			
Construction of Hebron Library			
Construction of Cluster 5 internal road and stormwater			
Upgrading of Madinyane Paved Road and Stormwater	R 14 512 652.35	Once off	04 December 2017
Construction of Cluster 5 Letlhabile Block G & I Road	R 32 757 144.75	Once off	11 December 2017
Construction of Klipgat Water Reticulation Phase 3	R 12 362 972.00	Once off	11 December 2017
Maintenance of Water & Sanitation Infrastructure (Mechanical, Electrical & Instrumentation)	As per Price Schedule	36 Months	15 June 2017
Hebron & Itsoseng Water Reticulation Network Phase 4A	R 22 443 164.04	Once off	30 August 2017
<i>Hebron & Itsoseng Water Reticulation Network Phase 4A</i>	R 1 803 480.00	Once off	27 October 2017
Maintenance of Water & Sanitation Infrastructure (Mechanical, Electrical & Instrumentation)	As per Price Schedule	36 Months	15 June 2017
Supply and Delivery of Fire Fighting Truck	R 2 897 790.73	Once off	12 December 2017
Upgrading of Cluster 4 Madidi Block C Road	R 12 828 188.01	Once off	04 December 2017
Upgrading of Cluster 2 Mothotlung Internal Road	R 12 984 842.71	Once off	04 December 2017
Hebron & Itsoseng Water Reticulation Network Phase 4B	R 21 879 207.64	Once off	30 August 2017
<i>Hebron & Itsoseng Water Reticulation Network Phase 4B</i>	R 1 803 480.00	Once off	27 October 2017
Maintenance of Water & Sanitation Infrastructure (Mechanical, Electrical & Instrumentation)	As per Price Schedule	36 Months	15 June 2017

Project Name	Contract Amount	Duration	Appointment Date
Panel of Service Providers For Waste Management Vehicles	As per Price Schedule	36 Months	19 December 2017
Panel of Service Providers For Provision of Rear-End Loading Compactor Trucks For Refuse Removal	R 911.32 Per Hour	12 Months	19 December 2017
Renovation of Revenue Office in Hartebeespoort	R 1 095 258.66	Once off	19 December 2017
Supply ,delivery and distribution of fuel	As per Price Schedule	36 Months	02 October 2017
Construction of Precast concrete palisade fencing at Madibeng Landfillsite	R705.00 per meter		04 August 2017

PROGRESS ON PRIORITIZED PROJECTS FOR 2018/19 AND 2019/20 FINANCIAL YEARS

PROJECT NAME	Ward	State Date	Planned/ Revised Comple- tion Date	Project Category	Project Status , Design & Tender, Construction	2018/19 MIG Budget Amounts (R)	Expenditure as end of June 2019 (R)	BALANCE (R)	Expendi- ture Progress (%)	Project Progress 2018/19	Comments
Klipgat Extentions Water Supply	24	09 Nov 18	31 May 19	Water	Completed	R30 000 000,00	R29,283,412.22	R 716,587.78	97.6%	100%	Two contractors that were appointed for 2018/19 completed their projects; only contractor with the scope of work from 2017/18 is still on site disputing part of scope of his work
Hebron,Kgabala- tsane,Rockvill,Erus- mus & Itsoseng Water Network	15 &41	15 Nov 18	30 June 19	Water	Completed	R45 000 000,00	R44,463,711.34	R 536,288.66	98.8%	100%	
Industrial Sewer	22	16 Oct 18	30 June 19	Water	Construction	R10 245 350,00	R 3,212,663.00	R7,032,687.00	31.4%	30%	The turnkey contractor's work was placed on hold as it did not follow the funding recommendation on scope of work
Hebron to Madidi Bulk Water Pipeline	3	25 Jan 17	25 Feb 18	Water	Construction	R35 000 000,00	R 25,611,257.90	R 9,388,742.10	73.2%	100%	
Klipgat Sanitation Project	3,10, 24 & 35	14 Nov 18	30 June 19	Sanitation	Construction	R25 000 000,00	R 24,982,832.78	R 17,167.22	99.9%	90%	Project experienced delays due to underground water challenges, contractor's remaining 10% scope has been added to the 2019/20 project scope.
Water Supply Augmentation: Boreholes (All Clusters)	1			Water	Planning Stage	R10 000 000,00	R-	R10 000 000,00	0,00%		Project replaced by Drought relief project, budget

PROJECT NAME	Ward	State Date	Planned/ Revised Comple- tion Date	Project Category	Project Status , Design & Tender, Construction	2018/19 MIG Budget Amounts (R)	Expenditure as end of June 2019 (R)	BALANCE (R)	Expendi- ture Progress (%)	Project Progress 2018/19	Comments
Upgrading of Internal Roads of Cluster 1	26	07 Jan 19	30 Aug 19	Roads	Construction	R11 000 000,00	R 8,912,199.29	R 2,087,800.71	81.02%	96%	Contractor was stopped by some members of the community from constructing the 500 metre of the road for a period of three months as there were disagreement among themselves regarding the prioritization of the road. The contractor was allowed to finalize the remaining scope by 15 August 2019 (T2Tech / Bontsi)
Upgrading of Internal Roads of Cluster 2	14	26 Dec 18	04 Oct 19	Roads	Construction	R11 000 000,00	R 2,864,065.54	R 8,135,934.46	26.0%	45%	Approximately 65 days delays of which the contractor was stopped by the community member incl. ward 13, 22 & 39 (Lucky)
Upgrading of Internal Roads of Cluster 3	41	21 Jan 19	19 Oct 19	Roads	Construction	R11 000 000,00	R 8,827,571.13	R 2,172,428.87	80.25%	92%	Delays were encountered when local subcontractors demanded the charge of labour for paving to be R75/ square-meter and also some local community members stopped the project demanding more work opportunities. Project to be finalized by 15 August 2019.
Upgrading of Internal Roads of Cluster 4	8	13 Nov 18	12 May 19	Roads	Construction	R11 000 000,00	R 10,971,154.33	R 28 845.67	99.7%	90%	The contractors cash flow challenges has delayed the project progress on site as he was working in intermittent.
Upgrading of Internal Roads of Cluster 5	9	05 Nov 18	06 Feb 19	Roads	Completed	R28 787 416,58	R 26,010,670.04	R 2,776,746.54	90.4%	100%	Block B Project 100% complete within the contractual period and Block G & I on practical completion(Contractor was Terminated)
Upgrading of Internal Roads of Cluster 6	2	12 Nov 18	27 June 19	Roads	Construction	R11 000 000,00	R 12,675,158.02	R -1,675,158.02	115.2%	89%	The contractor finishing the snag list
Upgrading of Internal Roads of Cluster 7	5	09 Nov 18	19 Oct 19	Roads	Construction	R11 000 000,00	R 8,673,216.21	R 2,326,783.79	78.8%	94%	The contractor is laying paving blocks, the project encountered cash flow challenges that caused delays as he progressed in intermittent including stoppages by community members.

PROJECT NAME	Ward	State Date	Planned/ Revised Comple- tion Date	Project Category	Project Status , Design & Tender, Construction	2018/19 MIG Budget Amounts (R)	Expenditure as end of June 2019 (R)	BALANCE (R)	Expendi- ture Progress (%)	Project Progress 2018/19	Comments
Klipgat Extentions Water Supply	24	09 Nov 18	31 May 19	Water	Completed	R30 000 000,00	R29,283,412.22	R 716,587.78	97.6%	100%	Two contractors that were appointed for 2018/19 completed their projects; only contractor with the scope of work from 2017/18 is still on site disputing part of scope of his work
Upgrading of Internal Roads of Cluster 8	18			Roads	Tender Stage	R11 000 000,00	R 9,849,016.39	R 1,150,983.61	89.5%	99%	Contractor is attending snag list and a drift for stormwater as extra scope to be concluded by end of July 2019
Maboloka Sports Facility	5			Sports	Planning Stage	R9 500 000,00	R 470 654.67	R 9 029 345,33	4,95%	Designs com- pleted	Appointment of contractors could not be concluded, construction has been accommodated in the 2019/20 financial year
Madibeng High Mast Electrification				Community Lighting	construction	R2 249 750,00	R 947,953.05	R 1,301,796.95	42.1%		The budget has been allocated for energizing the constructed high Mast Lights facilitated internally by electricity Division
PROJECT MANAGEMENT UNIT						R12 475 483,00	R 7,502,464.09	R 4,973,018.91	60.1%		Operational budget
TOTALS						R 285 257 999,58	R 225,258,000.00	R 59,999,999.58			

SECTOR DEPARTMENT PROJECTS:

ESKOM : 2017/18 ELECTRIFICATION PROJECTS

HOUSEHOLDS

Project Name	No of Planned Connections	Estimated Capex
Modderspruit	550	R13 167 000.00
Modderspruit Sarajef Section	100	R2 394 000.00
Mmakau De Kroon Section	145	R3 510 604.81
Mmakau Old Malatse Block 7	33	R630 000.74
Mmakau Ramogodu Extention Leseding	40	R752 843.88
Hebron Beverly Hills	462	R4 740 120.00
TOTAL	1 330	R25 195 569.43

INFILLS

Project Name	No of Planned Connections	Estimated Capex
Madibeng LM Infills T1	203	R2 052 000.00
Madibeng LM Infills T2	160	R1 254 000.00
Madibeng LM Infills T3	74	R1 026 000.00
TOTAL	437	R4 332 000.00

INFRASTRUCTURE SUBSTATION

Project Name	Estimated Capex
Lethabong 88/22 kV substation	R18 970 460.69
Oukasie 88/11kV Substation	R24 810 000
TOTAL	R43 780 460.69

INFRASTRUCTURE LINE

Project Name	Estimated Capex
Rhombus Lethabong 88kV line	R7 527 791.91
TOTAL	R7 527 791.91

PRE-ENGINEERING

Project Name	Estimated Capex
Wonderkop Nkaneng Section E, F, G, H and I	R2 878 785.00
Wonderkop Nkaneng Section F	R3 112 200.00
Wonderkop Nkaneng Section G	R2 956 590.00
Wonderkop Nkaneng Section H	R3 345 615.00
Wonderkop Nkaneng Section I	R3 267 810.00
TOTAL	R15 561 000.00

PROGRESS REPORT ON 2016/17 ESKOM PROJECTS

Project Name	Actual Connections	Comment	Estimated Cost
Oskraal Plot 48	97	Village energized	R1,511,750
Oskraal Plot 75, 99 and 100	290	Village energized	R3,933,899
Oskraal Ipopeng	257	Village energized	R4,625,070
Regorogile	859	Village energized	R9,975,729
Mooi-nooi Ext	812	Village energized	R5,473,361
Majakaneng (Various portions)	0	Re-gazetted to zero connections in 2016/17	0
Rabokala Lerulaneng Section	107	Kick off meeting was 13/01/17 Project start date 18/01/17	R1,569,260
Kgabalatsane Block E & Midas	360	Way leave issues need to be resolved. Project depend on the Midway Pula feeder split.	0
Kgabalatsane Pase 3	1 447	Village energized	R29,811,689
Madibeng Infills	425	Ongoing	R900,000
TOTAL	3 842		R56 900 758

ESKOM : 2018/19 ELECTRIFICATION PROJECTS

Project Name	Project Type	Planned Capex (incl. VAT)	Planned Connections
Kgabalatsane Phiring and Magaseng Section	Household	R2 924 100.00	485
Kgabalatsane Morolong Sec	Household	R3 637 036.39	731
Letlhakaneng Mmalerato Section Phase 3 and Rietvlei Sec	Household	R17 994 554.58	1 500
Klipgat C 2010 Sec and Ikageng Sec Phase 2 & Hillside Phase 2	Household	R22 995 581.25	1 600
Kgabalatsane Midas Block E	Household	R5 614 676.70	500
Madibeng LM Infills	Infills	R3 201 120.00	468
Lethabong Substation	Infrastructure – Substation	R22 930 581.66	0
Khalamtwana	Pre-Engineering	R1 014 600.00	0
Total		R80 312 250.59	5 284

ESKOM : 2019/20 ELECTRIFICATION PROJECTS

Project Name	Project Type	Planned Capex (incl. VAT)	Planned Connections
Bapong	Household	R2 295 370	100
Segwaelane	Household	R1 352 400	98
Modderspruit (Katlegong Section)	Household	R3 013 036	143
Klipgat – Klipgat C 11kV feeder bay	Infrastructure Substation	R5 265 297	
Madibeng Municipality Infills	Infills	R3 363 750	620
Total		R15 289 853	961

ESKOM : 2020/21 ELECTRIFICATION PROJECTS

Project Name	Project Type	Planned Capex (incl. VAT)	Planned Connections
Jericho Malateng Ptn 1 & Ptn 2	Household	R1 058 000.00	40
Mmakau Mapetla Section	Household	R925 750.00	35
Maboloka Lethabong Section	Household	R9 273 600.00	448
Mmpupudung	Household	R1 529 346.42	55
Modderspruit Katlegong Section	Household	R3 422 515.46	143
Oskraal Plot 51	Household	R1 150 000.00	40
Madibeng Local Municipality 2020-2021 DoE Infills	Infills	R3 363 750.00	400
Mamogale 88/11kV Substation	Pre-Engineering	R805 000.00	0
Klipgat Ngobeni Stand	Pre-Engineering	R690 000.00	0
Total		R21 844 211.88	1 161

DEPARTMENT LOCAL GOVERNMENT & HUMAN SETTLEMENTS

The total allocation for 2017/18 financial year is R 147 006 with 167 sites and 721 units

Land parcels procured (IHAHSD)

Budget R 6 119 with 0 sites and 0 units

- Project Name: 2017/18 Mooinooi Mamba Ext 13 land purchase**

The informal settlements of Mamba and Bokamosa have been formalized into 865 erven as Mooinooi Extension 13. Basic water and sanitation infrastructure is a requirement in preparation of the RDP housing development of the Department of Local Government & Human Settlements North West (DLGHS NW) in Mooinooi Extension 13.

The land of Portion 134 Elandskraal 467 JQ which is a private property of 18 hectares, will be purchased by the Department of Local Government & Human Settlement, for the servitude access to Portion 63 Elandskraal 467 and will unlock the following:

- Groundwater development to provide 500KI/d
- 2MI Concrete reservoir installation as well as the installation of temporary tanks during the construction phase that will be connected to the reticulation. This also included the bulk connection between the boreholes and the reservoir.
- Installation of a full reticulation system including metered yard connections to 865 stands

- A ground water protocol study conducted during the ground water development phase indicated a high risk of ground water pollution through dry sanitation and as such it was decided to install sealed Enviro-Loo units at each of the stands.

The tripartite agreement will need to be signed between Department of Local Government & Human Settlement, Madibeng Local Municipality and Samancor Mine, so as the development could commence.

Project Name: 2017/18 Bokfontein IRDP: Phase 1: Planning and Services land purchase

The land purchase is conducted by H.D.A currently and it will address further development for Bokfontein and surrounding informal Settlements. The land Portion number 74, 448 JQ, of 9.8819 hectare has been secured and transferred to our municipality.

Informal Settlements

Budget R 19 126 with 167 sites and 0 units

- **Project Name: Oukasie 500 Walkups, Scheerpoort 700, Damonsville Ext 2, Oukasie Ext 4 phase 1&2, Mothuthutlung Ext 1, Oukaise Proper, Lethlabile block G 822/F (1661)/E (1271)/C (958)**

The projects will address 2689 housing opportunities in the Madibeng Local Municipality. The projects are all under planning to unlock all planning issues so as the project will be ready for implementation for 2018/19 financial year. The township establishment will need to complete in Oukasie walkups, and to commence with the 167 internal sites for the 2017/18 financial year. There is a review for walk-ups in support for stand-alone housing project. Additional land next to the project is considered for acquisition and HDA is currently engaged with owners for acquisition. Once acquired, additional municipal land close to the acquired one will also be used to accommodate a larger township.

IRDP: Phase 4: Top Structure Construction (Informal Settlements)

Budget R 17 019 with 0 sites and 133 units

- **Project Name Bokfontein Ext. 3**

This project is a tripartite between Hernic Ferrochrome, Department of local Government & Human Settlements and Madibeng Municipality. The project will start in Bokfontein. Hernic has donated land for the municipality and planning processes are at an advanced stage with the Municipality addressing township objections. The property is 33ha and can yield over 449 sites. Of these, 100 or 15% which ever is greater sites are to be reserved for their employees.

- **Project Name: Bokfontein and Mooinooi Mamba**

Bokfontein project will address 529 housing opportunities for the 1st phase and after the land purchase and layout plans are completed, the surrounding informal settlement will be catered for. Town Planning processes for extension 1 (237 residential sites) &2 (239 res sites) are completed and currently busy with extension 4(348 res sites) &5(128 residential BNG's and 96 FLISP) together with extension 3(440 residential sites) which is part of Hernic's contribution. Note that all these sites must be serviced from boreholes or water and enviroloos be used for sanitation. The projects are now on geo-hydrological studies for this year in order to determine the quality and yield for boreholes.

Mooinooi Mamba will yield 865 units

The project is fully reticulated for water services but not each sites due to capacity constraints currently. 295 enviroloos built and fully electrified. There's only a need to finalize MoU between municipality, SAMANCOR and DLG&HS and specify responsibilities.

People's Housing Process Informal Settlements

Budget R 11 261 with 0 sites and 88 units. Project under construction and developer on site.

Rural Housing: Communal land rights

Budget R 68 481 with 0 sites and 500 units. Project under construction and planning processes to be conducted for further development.

PROJECT	STATUS
Majakaneng: 300	This project was allocated 300 subsidies with Khethwayo construction as the developer. The project has been stalled by land owners. Beneficiary Administration: There 238 approved beneficiaries with no milestones to be reported.
Jericho: 150 Vaalboschloot: 150	This project was allocated 300 subsidies as well with Perseus Con as the developer. Beneficiary Administration: All 300 beneficiaries approved Jericho: 120 houses complete and occupied Vaalboschloot: 100 house complete and occupied.
Mmakau: 115 Maboloka: 100 Moileswane: 100 Shakung: 50	This project was allocated 365 subsidies with Ben mar Dia Rora JV as the developer. All 365 beneficiaries approved Mmakau: 80 houses completed and occupied Maboloka: 78 house completed and occupied Moileswane: 99 houses complete and occupied Shakung: 48 house completed and occupied
Hebron: 102	This project was allocated 102 subsidies with Deek logistics as the developer. All 102 beneficiaries were approved. The CLO is appointed and site already developed. There is no progress registered because they are busy with verification of approved beneficiaries.

Provincial Specific Programmes

Budget R25 000 000 with 0 sites and 0 units

- **Project Name: Sunway Village Bulk Sewerage**

The land for the development has been purchased for 105 hectares and 1000 units were already constructed. The project is ready for implementation, but still waiting for the bulk services to be constructed. The budget for R25 million in the 2017/18 financial year is for the permanent treatment plant, purchasing of the servitude, bulk services and connection of Refentse approximately 168 housing unit opportunities to treatment plant. The bulk service, will unlock further development for Sunway Social and rental stock, BNG and Flisp Programme.

DEPARTMENT OF EDUCATION

NEW FACILITIES PLANNED IN THE NEXT 3 YEARS	REASONS
1. English Medium Secondary school in Brits	Central Secondary is the only Public Ordinary school with more than 7 (seven) GET feeder schools. This creates overcrowding at this school, other Public schools around like Wagpos and Brits High School are Afrikaans medium schools.
2. English Medium Secondary in Majakaneng.	Michael Modisakeng has an enrollment of 1500 which dictates that the school will always be overcrowded hence old mobiles at the school. Landowners Committee failed to avail the land for free to Lonmin so as to build a school with sporting facilities.
3. English Medium school around Damonsville to Mothutlung including the sprawling informal settlements.	Damonsville is overcrowded and this lowers the quality of learning and teaching.
4. English Medium school along Sunway and the Van der Hoff road.	Learners from Ennis Thabong cannot cope with the Home Language of either English or Afrikaans hence a lot of drop-outs.

DEPARTMENT OF MINERAL RESOURCES

PROJECTS IMPLEMENTED BY LONMIN

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Educational support and upliftment	R43.5 m	R62,06 m	Segwaelane, Modderspruit, Wonderkop and Bapong
Provision of water and sanitation	R25 m	R14,5 m	Oustad, Modderspruit
Bapo brickmaking	R10 m	R4,4 m	Bapong
Sports and recreation	R1,5 m	R5,6 m	Segwaelane, Modderspruit, Wonderkop and Bapong
Improving health care	R12 m	R13,1 m	Wonderkop, Modderspruit and Majakaneng
Community skills development	R10 m	R10,7 m	Segwaelane, Modderspruit, Wonderkop and Bapong

PROJECTS COMMITTED TO BY LONMIN IN THEIR (2014-2018) SLP

PROJECT	BUDGET	COMMUNITY
Bulk water supply	R23,5 m	Wonderkop
Community internal roads	R35,7 m	Bapong
Household sanitation	R4 m	Bapong, Modderspruit, Majakaneng and Wonderkop,
Installation of high mast lights	R31 m	Wonderkop – 11 installed and 8 refurbished; Segwaelane village – 8 installed
Multipurpose health centre	R10,2 m	Lonmin communities
Provide obstetric ambulances	R1,2 m	2 purchased and handed over
Extend Majakaneng clinic	R5 m	Majakaneng
Renovation of Brits Forensic Mortuary	R16,5 m	Brits
Security upgrades at clinics in mine communities	R550 000	Done – Wonderkop and Segwaelane
Provision of clinic equipment and computers	R500 000	Greater Lonmin communities
Provision of ambulances	R31,2 m	Purchased 2 for Madibeng
Replace 2 school health service mobile clinics	R1,2 m	Greater Lonmin communities
Construct 2 new schools	R53,5 m	Bapong and Majakaneng
Refuse management projects	R47,9 m	Greater Lonmin communities

PROJECTS IMPLEMENTED BY HERNIC FERROCHROME

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Molelwane Primary School	R8 million for whole SLP	R661,784	Lethlabile
Brick making project		R1,4 m	Mothotlung

PROJECTS COMMITTED TO BY HERNIC FERROCHROME (2013-2017)

PROJECT	BUDGET	COMMUNITY
Water provision (done)	R2,8 m	Mmakau, Sonop and Jericho
Community health clinic (done)	R1 m	Damonsville
Horticulture (collapsed)	R3 m	Bokfontein
Brick making project	R1 m	Sunway – to be redirected
National school nutrition programme	R6 m	Lethlabile and feeder communities

PROJECTS IMPLEMENTED BY HERNIC FERROCHROME

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Installation of 4 high mast lights	R2,3 m	R4,2 m	Bapong
Construction of an asphalt road	R3 m	R21 m	Bapong
Township Development – water reticulation	R17,8 m	R17 m	Bokamoso

PROJECTS COMMITTED TO BY SAMANCOR (2015-2019)

PROJECT	BUDGET	COMMUNITY
Bokamoso water and sanitation project	R13,5 m	Bokamoso
Installation of 4 high mast lights	R5,1 m	Bapong

PROJECTS IMPLEMENTED BY EVRAZ VAMETCO*

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Mothotlung tar road	R1,7 m	R1,5 m	Mothotlung

*Company in the process to draft new SLP and are in the consultation process. Challenges with Uitvalgrond and Krokodilkraal communities.

PROJECTS IMPLEMENTED BY BARPLATS

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Upgrading Khulusa Primary	R1,3 m	R1,2 m	Zandfontein
Fanang Diatla vegetable farming	R1,1 m	R1,1 m	Lethlabile
Afsaal bulk sewer pipeline	R2,1 m		50% done by company remainder to be done by Madibeng

PROJECTS IMPLEMENTED BY ELAND PLATINUM*

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Opportunity hub	R4,6 m	R4,5 m	Mmakau
Dijale tree relocation	R1,2 m	R1,76 m	Mmakau beneficiaries
Brick making project	R750,000	R1,1 m	Mothotlung

*Company in care and maintenance

PROJECTS IMPLEMENTED BY PPC CEMENT*

PROJECT	BUDGET ALLOCATED	BUDGET SPEND	COMMUNITY
Construction of Vaalbosch community hall	R2,7 m	R4,8 m	Vaalbosch
Build new school	R3,7 m	R4,06 m	Ramokoka

*Company drafting their new SLP and are in consultation process

DEPARTMENT ENVIRONMENT AFFAIRS

PROJECTS TO BE PHASED IN DURING 2018/19 – 2022/23

PROJECT NAME	DESCRIPTION	FOCUS AREA	CATEGORY	BUDGET
Lethlabile Game Farm	Establishment of a community owned game ranching facility fence, chalets and safari tents, day visitor recreation, water provision, and game ranching	Biodiversity economy	Infrastructure	R15,000,000

DISTRICT DEVELOPMENT PLAN - INFRASTRUCTURE PROJECTS

DEPARTMENT OF HEALTH

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Reprioritisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Reprioritisation	Revised Baseline 2021/22	2022/23
Brits Hospital Revite Programme	HT,OD & QA	Health Facility Revitalisation Grant	Health Facilities Management	Construction 76%-99%	New infrastructure assets	Packaged program	2012/04/01	2019/03/31	50 000	99 118			-	-		-	
Brits Hospital Staff Housing	Bachelor Flats,two bedroom flats,3 bedrooms flats as well as Recreational facilities			Practical Completion	New infrastructure assets	Individual Project	2012/04/01	2019/03/31	230 000	207 131			-			-	
Brits Hospital New	New Hospital			Final Completion	New infrastructure assets	Individual Project	2016/04/01	2019/10/31	528 951	916 018			-			-	
Brits Hospital Staff Housing HT	Bachelor Flats,two bedroom flats,3 bedrooms flats as well as Recreational facilities			Planning	New infrastructure assets	Packaged program	2007/02/09	2015/05/31	6 000	5 000			-			-	
Brits Hospital New Replace Chillers	New Hospital			Design	New infrastructure assets	Individual Project	2017/04/01	2019/05/31	2 000	2 000			-			-	
Maintenance of Lethabile CHC	Maintenance			Planning	Maintenance and repairs	Individual Project	2017/04/01	2018/03/31	5 500	225			-			-	
Maintenance of Bapong CHC	Maintenance			Feasibility	Maintenance and repairs	Individual Project	2018/09/01	2021/03/31	2 800	100			-			-	

DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
Brits Driving License Testing Centre	Driving Licensing Testing Centre	Equitable Share	Transport Regulations	Project initiation	Upgrades and additions	Individual project	2022/04/01	2023/03/31	16 978				8 290		8 290	8 688	8 290

DEPARTMENT OF EDUCATION

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
Kgabalatsane Primary	Replacement	EiG	Programme 6	Construction	New infrastructure assets	Individual project	2015/04/01	2020/01/31	64 442	54 546	9 896		9 896			-	
Oukasi Primary	New			Construction	New infrastructure assets	Individual project	2013/08/01	2019/07/31	59 985	55 985	4 000		4 000			-	
Rekgonne - Bapo Special	Replacement			Planning	New infrastructure assets	Individual project	2014/01/15	2022/11/30	123 120	10 851	20 000		20 000	40 000		40 000	50 000
Elandsdraal Primary	Full service			Planning	Upgrades & additions	Individual project	2020/04/01	2021/03/31	2 400	240	2 160		2 160			-	
Hebron Primary	Additions			Planning	Upgrades & additions	Individual project	2019/04/01	2022/10/31	30 000	-	3 000		3 000	15 000		15 000	12 000

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
I.B. Damons Primary	Additions	EIG	Programme 6	Planning	Upgrades and additions	Individual project	2018/04/01	2021/03/31	14 295				-	1 500		1 500	9 000
Khulusa Primary	Sanitation			Construction	Upgrades and additions	Individual project	2020/04/01	2021/03/31	3 500	-	350		350	3 150		3 150	
Maruatona Dikobe Secondary	Additions			Planning	Upgrades and additions	Individual project	2020/04/01	2022/03/31	7 500	-	-		-	-		-	5 000
Moiletsoane Primary	Grade R			Planning	Upgrades and additions	Individual project	2019/04/01	2020/03/31	2 000	200	1 800		1 800			-	
Molelwane Primary	Full service			Planning	Upgrades and additions	Individual project	2018/04/01	2019/12/15	2 650	265	2 385		2 385			-	
Wagpos Tech	Additions			Planning	Upgrades and additions	Individual project	2017/04/01	2023/10/31	85 355	9 264	25 000						
Goakanya Primary	Renovations			Planning	Rehabilitation and refurbishment	Individual project	2019/11/01	2021/03/31	20 000	637	10 000						

DEPARTMENT PUBLIC WORKS AND ROADS

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Reprioritisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Reprioritisation	Revised Baseline 2021/22	2022/23
Brits DPWR Service point Roads and Workshops	Reseal & paint roofs Painting internally & externally	Equitable share	Public Works	Tender	Maintenance and repairs	Individual project	2018/05/18	2018/11/30	3 000	-	-	-	-	-	-	-	-
Brits DPWR Sub Dist Office NW00068	Reseal & paint roofs(695sq.m) Painting internally & externally(6540sq.m)			Construction	Maintenance and repairs	Individual project	2018/09/30	2019/03/29	3 000	1 140	-	-	-	-	-	-	-
Brits DPWR Service point Roads and Workshops	Reseal & paint roofs Painting internally & externally		Public Works Infrastructure	Tender	Maintenance and repairs	Individual project	2018/05/01	2018/11/30	3 000	-	-	-	-	-	-	-	-
Brits DPWR Sub Dist Office NW00068	Reseal & paint roofs(695sq.m) Painting internally & externally(6540sq.m)			Construction	Maintenance and repairs	Individual project	2018/09/30	2019/03/29	3 000	1 140	-	-	-	-	-	-	-

DEPARTMENT AGRICULTURE & RURAL DEVELOPMENT

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Reprioritisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Reprioritisation	Revised Baseline 2021/22	2022/23
Madibeng Grains	Irrigation system, cold room, storeroom and reservoir	CASP conditional grant	Farmer Support and Development	Planning	Non Infrastructure		01/04/2018	31/03/2019	-	1 200							
Madibeng Goats	Goats infrastructure and inputs			Planning	Non Infrastructure		01/04/2018	31/03/2019	-	600							
Madibeng Women Vegetable	Provision of Irrigation system, cold room, store room and reservoir			Planning	Non Infrastructure		01/04/2018	31/03/2019	-	3 000							
Madibeng Aquaculture	Provision of production stock, dams equipments, tools and packaging material			Planning	Non Infrastructure		01/04/2018	31/03/2019	-	2 302							
Madibeng Horticulture	Provision of Irrigation system, production inputs	Ilima / Letsema conditional grant		Planning	Non Infrastructure		01/04/2018	31/03/2019	-	2 347							
Remmogo Junior Land Care Winter School	Training of learners to take care of the Natural Resources	Land Care	Sustainable Resource Management	Planning	Non Infrastructure		01/04/2018	31/03/2019	-	430							

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Pro-gramme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
Bojanala Livestock Improvement	Provision of Artificial Insemination Equipments and development	CASP conditional grant	Farmer Support and Development	Planning	Non Infrastructure		01/04/2018	31/03/2019	-	1 500							
Bojanala Dryland Cropping	Sunflower production, purchase combine harvester	Ilima / Letsema conditional grant		Planning	Non Infrastructure		01/04/2018	31/03/2019	-	1 347							

DEPARTMENT COOPERATIVE GOVERNANCE, HUMAN SETTLEMENT AND TRADITIONAL AFFAIRS

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Pro-gramme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
Madibeng-Lethabile Block I Phase 2 [768 Subsidies]	Incremental - 2.2E Integrated Residential Development Programme: Phase 4: Top Structure Construction Informal Settlements	HSDG	Housing Development	Construction	Infrastructure transfers - Current	Individual Project	2010/12/22	2018/06/30	55 422	26 084	-		-	-		-	-
Madibeng Lethabong, Thari , 93	Incremental - 2.2E Integrated Residential Development Programme: Phase 4: Top Structure Construction Informal Settlements			Construction	Infrastructure transfers - Current	Individual Project	2015/01/09	2018/03/31	10 225	11 034	-		-	-		-	-
Madibeng Local Municipality Segwaelane Village 500	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2015/10/26	2018/09/30	77 023	3 572	-		-	-		-	-
2016/17 Madibeng Lethabile Block G/F/E/C	Incremental - 2.2E Integrated Residential Development Programme: Phase 4: Top Structure Construction Informal Settlements			Procurement	Infrastructure transfers - Current	Individual Project	2015/08/12	2016/02/28	2 799	43 498	33 599		33 599	-		-	-

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
2016/17 Madibeng Mooinooi Mamba Ext 13	Incremental - 2.2B Integrated Residential Development Programme: Phase 1: Planning And Services Informal Settlements	HSDG	Housing Development	Procurement	Infrastructure transfers - Current	Individual Project	2016/04/01	2017/03/31	1 639	7 268	26 879		26 879	13 440		13 440	14 085
2016/17 Madibeng Oukasie 500 Walkups	Incremental - 2.2B Integrated Residential Development Programme: Phase 1: Planning And Services Informal Settlements			Planning	Infrastructure transfers - Current	Individual Project	2015/10/23	2017/03/31	3 328	4 066	9 197		9 197	9 197		9 197	9 638
2017/18 Damonsville Ext 2	Incremental - 2.4 Informal Settlement Upgrading			Planning	Infrastructure transfers - Current	Individual Project	2017/04/04	2019/03/31	1 149	71 494	13 440		13 440	26 879		26 879	28 170
2018/19 Oukasie Ext 4 Phase 1 & 2	Incremental - 2.4 Informal Settlement Upgrading			Procurement	Infrastructure transfers - Current	Individual Project	2017/03/23	2018/04/01	1 280	6 720	13 440		13 440	13 440		13 440	14 085
2018/19 Mothutlung Ext 1	Incremental - 2.2E Integrated Residential Development Programme: Phase 4: Top Structure Construction Informal Settlements			Planning	Infrastructure transfers - Current	Individual Project	2017/04/01	2018/03/11	1 627	1 500	13 440		13 440	-		-	-

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Reprioritisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Reprioritisation	Revised Baseline 2021/22	2022/23
2018/19 Oukasi Proper	Incremental - 2.4 Informal Settlement Upgrading	HSDG	Housing Development	Construction	Infrastructure transfers - Current	Individual Project	2017/03/23	2018/04/01	1 730	20 509	26 879		26 879	13 440		13 440	14 085
2017/18 Sunway Village Bulk	Provincial Specific Programmes			Bulk services	Infrastructure transfers - Current	Individual Project			-	5 000	-		-	-		-	-
2017/18 Madibeng Villages 365, Benmar	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2017/04/24	2018/06/30	14 926	7 929	26 679		26 679	20 010		20 010	20 970
2017/18 Madibeng Villages 365, Benmar	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2017/04/24	2018/06/30	6 365	11 062	-		-	-		-	-
2017/18 Madibeng Villages 365, Benmar	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2017/04/24	2018/06/30	12 383	11 930	-		-	-		-	-
Madibeng District Mun Majakaneng Khethwayo 300	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2017/10/25	2018/09/30	37 137	13 335	-		-	-		-	-
Madibeng Lm Villages 300 Persevcon	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2018/02/19	2019/03/31	12 373	22 604	-		-	-		-	-
Madibeng Lm Villages 300 Persevcon	Rural - 4.2 Rural Subsidy Communal Land Rights			Construction	Infrastructure transfers - Current	Individual Project	2018/02/19	2019/03/31	12 373	9 438	-		-	-		-	-

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
Madibeng Oukasie Land Purchase 9	Financial - 1.11A Land Parcels Procured	HSDG	Housing Development	Land purchase	Infrastructure transfers - Current	Individual Project			-	27 214	20 000		20 000	-		-	-
Madibeng Lethabile Block H	Incremental - 2.2B Integrated Residential Development Programme: Phase 1: Planning And Services Informal Settlements			Planning	Infrastructure transfers - Current	Individual Project			-	3 000	13 796		13 796	13 796		13 796	14 458
Madibeng Lethabile Portion 4	Incremental - 2.2B Integrated Residential Development Programme: Phase 1: Planning And Services Informal Settlements			Planning	Infrastructure transfers - Current	Individual Project			-	5 054	13 796		13 796	9 197		9 197	9 638
Madibeng Bokfontein Ext 1 & 2	Incremental - 2.2B Integrated Residential Development Programme: Phase 1: Planning And Services Informal Settlements			Planning	Infrastructure transfers - Current	Individual Project			-	1 000	1 000		1 000	26 879		26 879	28 170

Project / Programme Name	Type of Infrastructure	Source of Funding	Budget Programme Name	IDMS Gates / Project Status	Nature of Investment	Delivery Mechanism (Individual project or Packaged program)	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years	Indicative Baseline 2020/21	Repriortisation	Revised Baseline 2020/21	Indicative Baseline 2021/22	Repriortisation	Revised Baseline 2021/22	2022/23
Madibeng Lm Hebron 102	Rural - 4.2 Rural Subsidy Communal Land Rights	HSDG	Housing Development	Construction	Infrastructure transfers - Current	Individual Project	2018/08/13	2019/03/31	12 681	10 338	-		-	-		-	-
Madibeng Bokfontein Proper	Incremental - 2.2B Integrated Residential Development Programme: Phase 1: Planning And Services Informal Settlements			Planning	Infrastructure transfers - Current	Individual Project			-	2 000	-		-	-		-	-

INTEGRATION PHASE

LOCAL MUNICIPALITY OF MADIBENG SECTOR PLANS

Housing Strategy

The goals and objectives as described in Section 4.5 need to be supported by clearly defined and practical strategies that can be pursued by the Madibeng Local Municipality in conjunction with a variety of role players. The implementation strategies to give effect to the five overall goals and supporting objectives are summarized below.

Creation of sustainable settlements through Integrated Housing Planning and Delivery

- 1) Undertake a **detailed evaluation and assessment of all the land identified** in the revised Madibeng Spatial Development Framework and in the Municipal Land Audit for future development. This is required to prioritize and to ensure a streamlined approach to land release. The evaluation should include the following:
 - o Undertake a detailed land audit per settlement cluster, with the focus on identified land parcels. This is to ensure that vacant land and potential infill areas are identified;
 - o Assessment of all geological, geotechnical, mining and physical constraints on the land identified that has potential;
 - o Determine whether there are legal constraints, land restitution issues, tribal or mining rights as well as any zoning considerations;
 - o Identification of land ownership of land that has been screened through the first three categories, prioritize government owned land as far as possible and then embark on a land release process where required. This process needs to be budgeted for on a regular basis (annually) so as to ensure that the financial allocations are in line with the identified targeted timelines.
- 2) Once the land identification process has been undertaken as detailed above, and there is an **actioned land release strategy** in place, the following strategies will be implemented.
 - o Identify areas for densification, especially in relation to both infill and informal settlement upgrading.
 - o Prioritization of land parcels that facilitate integration and the linkage between settlements.
 - o Enter into land release partnerships with the mining, tribal and farming communities of the area.
 - o Concentrate on housing mix and alternative housing tenure options in order to capitalize on existing infrastructure and local facilities and amenities.
- 3) The municipality will **plan for the upgrading and extension of infrastructure networks** to settlements and areas prioritized in terms of the Housing Sector Plans, Integrated Development Plan, Spatial Development Framework, and Sector Plans such as the WSDP.
- 4) **Residential densification through the subdivision of residential stands in existing settlements** will be supported. Subdividing residential stands must be encouraged to lower the costs of installing municipal and bulk infrastructure (water, sewer, electricity, roads) in these settlements, and increase accessibility to public transportation stops, thus increasing the viability of the public transportation systems.
- 5) The municipality will, over the timeframe of its multi-year plan, take steps to initiate township establishment processes with a view to **providing formal tenure arrangements** to those areas which have, largely for historical reasons, not been able to access such arrangements.
- 6) The municipality will investigate the availability of **Neighbourhood Development Partnership Grant** funding from National Treasury and apply such funding to contribute towards the provision of social and economic amenities in appropriate localities and the demarcation of “*restructuring zones*”.
- 7) The municipality will continue to implement its preferential procurement policy to provide **opportunities for emerging contractors, women contractors and youth**.

- 8) The municipality will **implement the EPWP guidelines in housing projects** receiving public sector funding as a high priority. This will be operationalised by incorporating EPWP requirements in contract documentation and by improved project monitoring and reporting.
- 9) The development of new **mining activities, spawns the rapid development of settlements** in its vicinity. These settlements are usually informal in nature to accommodate a large number of immigrants to the area. It is imperative that rapid urbanization of this nature be anticipated and dealt with in a manner that will ensure that it occurs in an orderly manner. Formal township layouts will have to be designed timely and the necessary social and municipal infrastructure will have to be developed.
- 10) There is a need to involve the private sector in the promotion of mixed use development in the Madibeng area. This also relates to encouraging and providing **incentives for idensification**, even at the high income level.
- (11) An **energy efficient housing pilot** project that puts forward energy saving and renewable technologies such as solar systems for water heating and energysaving building technology should be identified and could access at least top-up funding.

Improved Housing Delivery and Provision of Range of Tenure Options

- 1) The municipality will critically investigate all projects currently classified as “blocked projects”. The reasons for delays will be investigated and all attempts will be made to either expedite the implementation of these projects or the termination thereof to ensure implementation of other potential projects.
- 2) The Madibeng LM recognises the need to **expand the availability of the social rental housing option**. The municipality will therefore work with relevant institutions and employers to offer housing opportunities to the employees, providing that the schemes proposed are viable and in line with the development priorities of the municipality.
- 3) The Madibeng LM will earmark a portion of its annual housing budget allocation to provide for **emergency housing** in instances of natural disaster or other un-planned for circumstances.
- 4) **Housing development in rural communities** under the administration of Tribal Authorities has been identified as a specific bottleneck impeding the development of housing. The municipality will engage with these authorities and other relevant roleplayers to identify additional land which is suited to residential development and which is supportive of the integrated planning intentions and which can be surveyed and then made available for housing purposes.
- 5) A significant proportion of the potential backlog in the Madibeng area can be classified as **backyard structures**. This manifestation is due to a number of factors:
 - Large stand sizes in low income housing units, resulting in the need for households to obtain additional supporting incomes, especially in relation to the payment of the infrastructure;
 - A “landlord” scenario whereby members of the community are exploited into payment scheme;
 - Unavailability of shelter elsewhere.

It is thus recommended that the following be undertaken to address this issue:

- Undertake a detailed survey through community consultation and research, on the location of the backyard dwellings, property ownership, usage, payment processes, use of services etc.
 - Begin a negotiation process to reduce the size and configuration of sites so as to optimize the provision and cost of infrastructure. This will in turn free up additional funds from the housing subsidy for the top structure.
 - Explore options to subdivide properties where there are backyard structure and flats, so as to formalize service provision, property management and to eradicate the “landlord exploitation” scenario.
- 6) The municipality, together with the Provincial Department of Developmental Local Government and Housing will ensure that all housing projects and contractors appointed are registered with the NHBRC.
 - 7) The municipality will develop and implement a system to **evaluate the performance of contractors** within the area as an input to further future appointments.

Eradication of Informal Settlements

It is recognised that the development of informal housing areas in Madibeng is largely the result of the strongly growing local economy and the perceived availability of employment opportunities in certain areas. This is further exacerbated by the living conditions in the more remote rural parts of the municipality, and even beyond the boundaries of the municipality. In line with the commitment of the National Minister of Housing, and the Provincial Growth and Development Strategy, the Madibeng municipality commits itself to the **eradication of informal settlements** by the end of the 2013/14 financial year. This commitment is considered necessary to address the growth of informal settlements in a number of areas. The key elements of this strategy include:

- The mapping of all informal settlements;
- The registration of houses and beneficiaries living in such settlements;
- Feasibility studies to determine whether to upgrade the informal settlement in-situ or, alternatively, demolish the structures concerned and re-housing the occupants at an alternative more suitable location;
- If in-situ upgrading is the preferred option, the progressive upgrading of services, top-structures and tenure rights for households;
- On-going monitoring of informal housing areas to monitor the establishment of new structures.

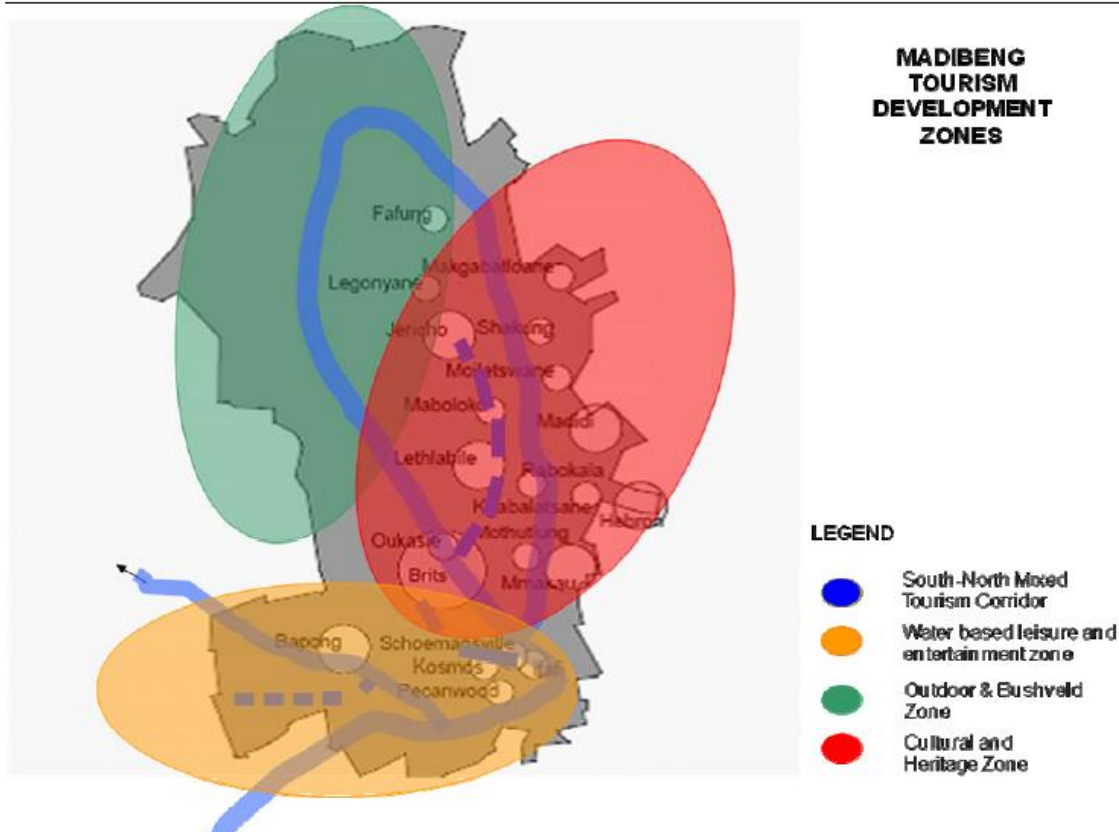
Good Governance and Effective Institutional Support

- (i) The municipality will endeavour to **enhance its capacity and capability regarding housing planning and delivery**. Specific focus will be on improving project management and monitoring activities, including quality assurance and project reporting activities. Various options will be considered including the recruitment of additional staff, internal and external training programmes, use of management consultants, mentorship programmes, installing improved systems of monitoring and control.
 - (ii) The municipality will **develop a professional services and contractors database and implement a grading system**. Consistently poor performers will be noted by the rating system and taken into account in the awarding of future contracts.
 - (iii) Ensure that the **housing strategy is embedded within the Integrated Development Plan** of the municipality.
 - (iv) **Identify and train Community Development Workers** with the emphasis on sustainable human settlement issues.
 - (v) **Prepare and implement a housing consumer education programme** with support from the North West Department of Development Local Government and Housing.
 - (vi) Implement a **capacity building programme at community level** with particular focus on informal settlement upgrading initiatives.
 - (vii) The municipality will **develop and nurture partnerships with important stakeholders** to optimise the contribution which they can make in addressing housing challenges in the municipality. The important partnership stakeholders include:
 - Communities
 - Employers
 - Financial sector
 - Contractors
- ☐ **Communities:** Given the significance of owner builder/owner managed housing delivery, the municipality will establish an active programme of engagement with communities (including via the intermediation of NGO's and CBO's) to identify those communities receptive to the expansion of PHP driven approaches. The strategic objective in its regard is to increase PHP housing delivery over the period of the multi-year housing plan.
 - ☐ **Employers:** In recognition of the needs of the employers from across the municipal area to expand and develop their businesses, as well as to take steps to ensure the housing of their employees, the municipality will initiate an active outreach programme to engage with employers to partner on housing projects. The strategic objective in this regard is to identify a cross-section of employers, active in different sectors of the economy, to undertake a series of pilot projects. Specific attention will be focussed on key nodal initiatives associated with mining and minerals beneficiation. Rural and farm based housing will also be targeted.
 - ☐ **Financial Sector:** Accepting the need to broaden its focus to support the affordable housing sector, as well as to enhance the supply of such housing, the municipality will take steps, after consultation with financial sector representatives, to establish a forum with the purpose of initiating a series of new project initiatives.

Development 'Zones'

Based on the strengths and opportunities, numerous development zones have been identified within the Madibeng destination. The development zones are areas, which as part of the tourism plan should be facilitated towards similar characteristics and tourism offerings. The tourism development zones are shown below and described hereunder.

Madibeng Tourism Development Zones



As is noted from the above Figure there are 3 envisioned tourism development zones and route in Madibeng. These are as follows:

- ☐ South-North Mixed Tourism Corridor,
- ☐ Water based leisure and entertainment zone,
- ☐ Outdoor and bushveld zone, and
- ☐ Cultural and heritage zone.

1 South-North Mixed Tourism Corridor

Madibeng Local Municipality boasts an array of tourism offerings, including, natural, cultural/heritage and historic attractions. The wider region also boasts a wide array of attractions such as Sun City, Pilansberg, the Cradle of Humankind World Heritage Site, etc. The development of a route that links the attractions in the South and the North will enhance number of tourists in the area, and also help integrate the Northern region as a tourist' destination.

This route entails linking up with the existing Magalies Meander route as well as the Cradle of Human Kind in the South and luring tourists to the Northern region where there is a great potential for cultural, nature based and township tourism developments. The Skeerpoort and Magaliesberg areas on the Magalies meander, boast historic and archaeological sites, such as the Stone Age Rock Painting, tobacco forts and sheds.

A mixed tourism corridor stretching from the South to the North will be ideal for tourists and tourism growth in the area. The route will consist of attractions of various types and tourists will choose their preferred type of attractions along the route.

The development of this zone can be achieved by persuading those travelers en route to and from Sun City and Rustenburg to spend time exploring the area as part of their overall holiday experience. In view of the contrasts in scenery, climate and facilities, and the natural resources (water sources, mountain ranges, etc), this would simply require enhanced marketing of the area and the provision of more user-friendly information outlets within the area.

Promoting the area as a short stay destination in its own right is also required. For the general leisure travelers the area does not at presently offer a sufficiently wide range of attractions or activities to tempt visitors to spend more than two nights in the area. Klipvoor and Rooikoppies dams, for example, have limited to no facilities whatsoever for the average visitor to enjoy a meal or refreshments or simply sit somewhere pleasant and enjoy the view. Additional attractions and activities which will enhance the image of the area as a stand-alone destination should include a greater range of short walks and trails; improved access to trout waters for the fly fishermen; the development of mountain bike routes and a range of family orientated adventure activities; better interpretation of sites such as at the Anglo-Boer War sites, the old German Mission stations etc.; and the development of a range of activities in and around the rural villages based on the rich and diverse cultural heritage of the area. These and other opportunities are dealt with later.

More detail is provided in the programmes and projects descriptions on route development in the following sub-sections.

2 Water based leisure and entertainment zone

This zone is located in the Southern region and includes the Magaliesberg, Witwaterberg Mountains, Hartbeespoort and Mooinooi areas. This zone receives a larger number of visitors than any other zone in the area. It is popular with day visitors and weekend breakaway visitors.

The Hartbeespoort Dam/Magaliesberg complex with its water sports attractions, high-density recreation facilities, adventure activities and cultural experiences has become North West's gateway for Gauteng visitors. The North West Parks and Tourism Board (NWPTB) classify this area as one of their primary tourism nodes stretching from the Cradle of Humankind-Hartbeespoortdam-Rustenburg.

There are however no measures or regulations in place for the control of adventure activities, especially in the dam area; there are also no formal rental facilities for adventure, watersports and eco-tourism activities, as all the activities are done on an individual capacity.

The majority of existing entertainment facilities in the area are located in the Hartbeespoort area, thus any other further entertainment development will be ideal in this zone. Entertainment facilities and places of interest includes: the snake park, aquarium, island beach resort, art galleries, beauty spa's and outdoors sports activities, such as golf, etc.

Hartbeespoort also forms part of the arts and crafts route to Rustenburg and houses some of the most popular crafts markets in the province such as Chameleon village, Tsosoloso, Just Africa, Welwisch markets all situated at Damdoryn.

The areas South of the dam, Kosmos, Broederstroom is ideal for weekend breakaway, it houses most of the accommodation facilities in the region. This area is ideal for being a tranquil zone. While the area North of the dam, Ifafi, Schoemansville, Melodi, Meerhof with lot of restaurants, places of interests and shopping centres is well suited to be further developed as an entertainment zone.

The Hartbeespoort dam is a major development "hot spot" and a major draw card to the area. The dam has the potential to contribute substantially towards providing a tourism focus for Madibeng, offering much needed day visitor recreation facilities for the surrounding population, and creating a waterfront amenity that could attract and hold, for very much longer in-transit visitors and those staying over within the Madibeng destination.

It is considered that the first and central objective for the Municipality at this stage is to develop an impressive and valuable tourist magnet or 'icon' to attract tourists to the Municipality and increase tourism flows into the area. Without such a tourism anchor, other tourist-related development efforts will not be able to develop and grow successfully. It is, therefore, essential that the Municipality's most valuable asset, namely the Hartbeespoort dam and environs, be developed as a priority.

3 Outdoor and bushveld zone

This zone is located in the Northern region, where most of the game farming, adventure, ecotourism and lodging is concentrated. It has the highest concentration of game farming and 'bushveld' type lodging facilities in the Bojanala region.

This Northern region is not tourism integrated and presents a great potential to be the municipality's adventure and eco-tourism haven and tourism draw card after the Hartbeespoort dam. The area has unexploited natural resources that have huge tourism potential such as the Klipvoor and Rooikoppies dams, the Elandsberg and Langberg mountain ranges and the Crocodile river which runs through the Municipality. Most of the gaming and hunting activities take places across some of the above-mentioned natural resources, but they are not utilised to their maximum capacity.

The North West Tourism master plan recommended that the Borakalalo Nature Reserve be developed, as the majority of the facilities in the reserve are privatised. This nature reserve is one of the most popular in the region, as well as the Dikhololo, Mokgatle lodge, Atlanta,

Kupala-, Mokuru-, Ilanga lodge and many more. Camping and caravanning is popular in this region, most of which are part of the lodges. Activities and opportunities in this region include: fishing, hunting, bird watching and game drives, 4x4 trails, Quad bike trails, etc.

This zone can 'piggy-back' on the Hartbeespoort zone's success as an adventure destination through the development of the nature-based outdoor adventure route from the magnificent mountains of Magaliesberg through to the Northern region. The irrigation canals in this region can be incorporated into the tourism development through activities such as fishing, reintroduction of water tubes, etc. The Crocodile River also has the potential for activities such as canoeing, fishing, and boat races, etc.

Development of alternative accommodation in this zone is ideal, such as survival boot camps, lodges in the Elandsberg Mountain, Borakalalo Nature Reserve; this type of accommodation is aimed at attracting the backpackers market, adventure and eco-tourists and nature enthusiasts. Development of activities such as Canoeing, horseback riding, crossbow hunting and maybe a possibility of fly-fishing will attract visitors to the region.

Hunting is one of the main sources of traditional/cultural survival, and an interesting leisure activity in the western standards. This can be packaged such that it starts by cultural breakfast and spend the day in the wilderness (hunting, fishing, canoeing, etc), then in the evening visitors can gather around the fire, preparing supper while enjoying an interactive session of story telling. This type of unique collaboration will interest a lot of people, and can be packaged as a product on its own, or allow tourists to fuse their own activities.

This zone deserves further investigation on an on-going basis, in order to expose any new sites, persons or activities that have some tourism potential. At this stage there are several exciting possibilities and the emphasis should be on developing outdoor adventure and bushveld related facilities.

This area can also serve as a base camp for the younger, adventure-seeking visitors who would combine the natural attractions of this zone with hikes and overnight expeditions over the mountain into the Nature Reserve, etc.

Properly packaged, this zone has the opportunity to become a sought after experience which has the added dimension of outdoor adventure, excitement, possibly a little danger and an intense learning experience. Keeping this zone for this type of exclusive use would appear to be the most acceptable way of conserving its biological values and yet ensuring some appropriate visitor utilization.

Water based outdoor activities, 4x4 mountain biking, hiking trails, bush camps, Canoeing, kayaking and even small rafts could prove to be popular to be used by those in search of a quiet, remote and meditative retreat. In this regard, it may be relevant to comment on the use of donkeys/horses to assist tourists to reach deep rural or mountainous areas. Donkey tours would not only offer something different to jaded tourists but would also allow donkey owners to make money.

A "mountain lodge" would be most appropriate in this area and many horses, hiking and mountain bike trails could radiate out from this lodge. It could also be the start or end point of a hiking trail through the area. Small camping and caravan parks, as well as a simple backpacker lodges, would also attract a wider range of visitors.

4 Cultural and heritage zone

This zone is comprised of areas in the Central and Northern region and is called the Cultural and Heritage Zone due to its high concentration of cultural and heritage resources, and the rural settlements some of which still follows the ancient traditional ways of living. Some of the rural settlements in the area have a rich history of resistance and have significant landmarks; the locals are even willing to share their cultural experiences, norms and traditions with tourists.

Madibeng Municipality benefits from a rich cultural heritage that allows tourists a glimpse into the history of the area and the cultures of its people. The cultural heritage of the Municipality also allows opportunities for the development of authentic and unstructured cultural experiences where the normal customs and lifestyles of local people can be observed and where 'spiritual' heritage can be brought to the 'alternative' tourism market. A number of existing private sector activities and attractions also occur in the Municipality and it is important that all of the attractions be packaged to provide tourists with worth while experiences and activities and to encourage tourists to remain in the Municipality for longer. It is important that value is added to these and other attractions through quality and interesting interpretation and education.

Interim Water Services Development Plan

INTRODUCTION

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).

The last approved Water Services Development Plan of the Local Municipality of Madibeng is referenced “Water Services Development Plan for the Local Municipality of Madibeng. Revision 2. January 2009”. The Local Municipality of Madibeng was supported by the Department of Water and Sanitation in 2012, to transfer its adopted WSDP into the new WSDP framework, concomitant with a review- and assessment of its water services delivery- and planning compliance.

In order to ensure alignment- and full integration with the IDP-process, a WSDP providing for the next planning period (FY2017 to FY2021) should be established as an integral part of the next IDP planning cycle. The purpose of this document, is to serve as an interim WSDP output that provides the essential water services strategies to be incorporated in the FY2016 IDP review process and which makes provision for the comprehensive review of the WSDP for ensuring alignment with the next IDP planning cycle.

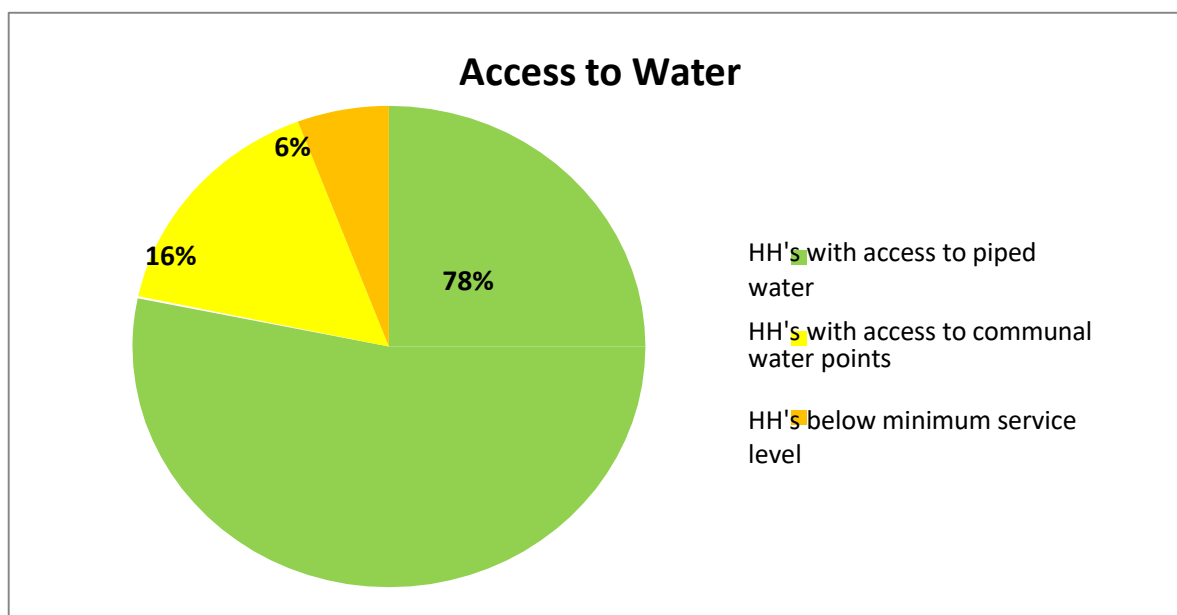
SERVICE LEVELS

The residential water services delivery access profile for the Local Municipality of Madibeng has been aligned with the Census 2011 definitions. **It is emphasized that the access profile as presented herein does not consider the quality- or adequacy of services.** The past year water services access profile is compiled from the water services planning baseline figure and includes as Year-4 (FY2011), the Census 2011 service level profile for the Local Municipality of Madibeng.

The access profile provides a WSA perspective and hence, includes all residents within the municipal boundary. It should therefore be emphasized that the level of service provided to farming- and rural scattered residents residing on private land are included in the profiles, and that it can be stated that:

- The municipal records confirm that a basic- or higher level of water service has been implemented to the majority of its communities, but that due to growth in certain settlements as well as the development of informal settlements, some households do not have access to a basic level of water services (standpipe at 200m);
- Due to the municipality not rendering a municipal water service to farming- and rural scattered residents residing on private land, it has been assumed that these ‘privately serviced’ residents have access to basic water services as confirmed to some extent in Census 2011 (where more than 75% of residents indicated sufficient access to water services).
- Census 2011 sanitation access profiles for farming- and rural scattered residents residing on private land have been applied and have not been otherwise confirmed by the WSA.
- The sanitation access profiles to all other communities have been based on the Census 2011 outcomes, but adjusted in line with sanitation projects implemented by Madibeng- and others, on behalf of Madibeng.

Household water access profile



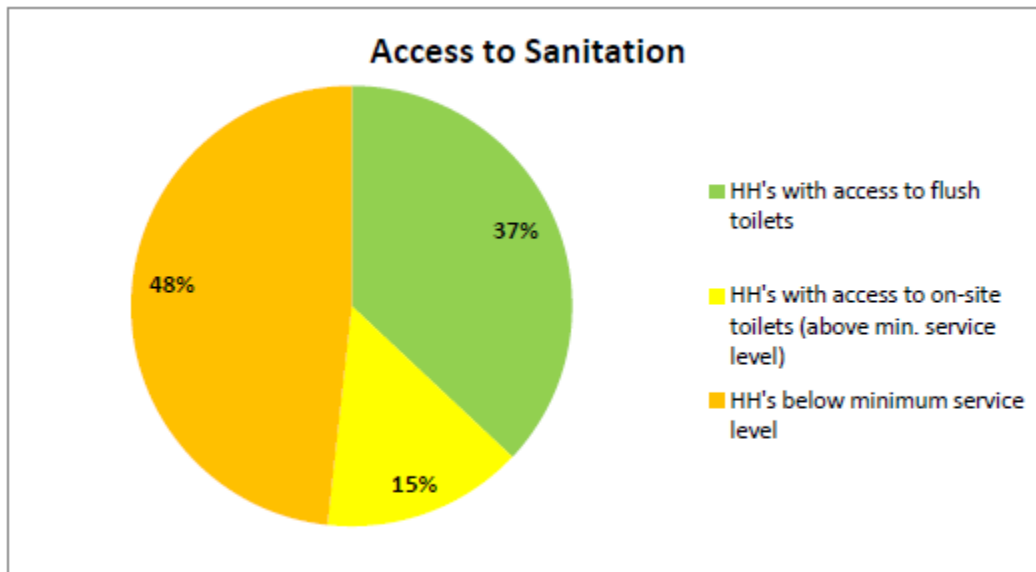
**Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute*

The residential water services delivery adequacy profile as presented in Table A.4 below aligns with the services level categories of the WSDP Guide Framework and considers the water resources-, operations and maintenance- and infrastructure needs of the water services provided by the Local Municipality of Madibeng. When interpreting the adequacy profile, it should be recognized that a specific settlement or area serviced by the municipality, may have more than one need and hence, that provision is made for double counting of household where such duplicate needs have been identified.

When interpreting the adequacy profile, it should be highlighted that:

1. Adequacy as presented in the table below does not translate directly to the degree of 'access' provided but incorporates any and all water resources-, operations and maintenance-, and infrastructure challenges experienced in a specific settlement and which reduces the quality of service being rendered to these communities;
2. A specific settlement or area serviced by the municipality, may have more than one need and hence, provision is made for double counting of households where such duplicate needs have been identified;
3. Due to the fact that the municipality does not render a municipal water service to farming areas, residents residing on farms have been explicitly excluded from the adequacy profile;
4. Even though the municipality does not render a municipal water service to many of the rural scattered residents, residing on private land, these areas have been included in the adequacy profile, however, the water services to these residents have been assumed to be adequate, as confirmed to some extent in Census 2011;
5. The adequacy of sanitation services rural scattered residents residing on private land, has been aligned with the Census 2011 view only, as the municipality does not render a sanitation service to residents residing in these areas and therefore does not have updated knowledge with respect to the adequacy of sanitation services in these areas.

Household access to sanitation profile



Water Services Infrastructure Management (Infrastructure)

The Local Municipality of Madibeng owns most of the water services infrastructure which has been established to service its urban- and rural settlements. The following water supply schemes services the Madibeng customers:

1. **Brits Water Supply Scheme:** supplying treated water to the Brits urban centre including Oukasie, Elandsrand and Damonsville as well as rural dense communities to the west, and north-east of Brits including Bapong, Modderspruit and Majakaneng to the west Mothutlung and Mmakau to the east and Lethlabile, Maboloka, Rabokala, Lerulaneng, Ntsopilong, Rankotia, Lethabong, Lethlakaneng, Jericho and Madidi to the north-east. Bulk water connections have also been established to the Sonop urban settlement to the west of Brits, Losperfontein and the De Kroon Mine.

Raw water is abstracted directly from the Crocodile River downstream from the Hartbeespoort Dam and treated at the Brits Water Purification Plant which has been supplied with a capacity of 60 Ml/d. Treated water is pumped via eight (8) pump stations to several bulk reservoirs to supply potable water to approximately 86 000 households as well as to several mines, industries, businesses and public amenities.

Due to the rapid expansion of the Brits Water Supply Scheme, the capacity of the bulk water infrastructure including the capacity of the water treatment plant, is insufficient to cater for the demand. The capacity of the Brits Water Purification Plant is currently being increased by 20 Ml/d as funded through the Department of Water and Sanitation's Regional Bulk Infrastructure Programme (RBIG).

It should be highlighted that as a result of the capacity restrictions of the Brits Water Supply Scheme that several boreholes have been established or re-commissioned in several of the settlements which are being supplied by the scheme in order to augment the bulk water supply.

2. **Hartbeespoort (Schoemansville) Water Supply Scheme:** supplying water to the urban settlements established to the north of the Hartbeespoort Dam including Schoemansville, Kosmos, Caribbean Beach and Kosmos Ridge as well as a bulk water supply point to the Magalies Golf Estate. The scheme also extends to Melodie, Ifafi, Xanadu and Meerhof on the eastern banks of the Hartbeespoort dam, however due to capacity restrictions, bulk water supply to these residents are augmented from the Rand Water (Pelindaba) bulk water scheme.

Raw water is abstracted directly from the Hartbeespoort Dam and treated at the Hartbeespoort Water Purification Plant which has been supplied with a capacity of 10 Ml/d. Treated water is pumped to the surrounding area as well as to the Kommandonek Reservoir from where it is supplied mostly via gravity to approximately 5 700 households as well as to several businesses and public amenities. Two (2) booster pump stations are operated to ensure adequate supply to high lying areas in Schoemansville and Kosmos East.

3. **North East ODI 1 Water Scheme:** bulk water is supplied from the City of Tshwane to service the settlements of Mmakau (eastern portion), Kgalabatsane, Hebron, Klipgat (including Mapoch) and Dipompong, Moiletswane and Buffelsdoorn. It should be highlighted that the infrastructure supplying water to these settlements formed part of the historic Rand Water ODI 1 scheme, of which the components within the Madibeng area of jurisdiction was transferred to Madibeng, except for the bulk pipeline through Hebron and the Ga-Rankuwa Industrial Reservoir which was transferred to the City of Tshwane as a result of agreement reached between the City of Tshwane and the Local Municipality of Madibeng.

Approximately 22 000 households are serviced through this scheme, however, bulk water supply restrictions are in place due to capacity restrictions in the City of Tshwane ODI 1 scheme. In order to augment the bulk water supply, boreholes are being established or re-commissioned.

4. **West Water Scheme (West ODI 2):** the rural dense settlements to the south west of Madibeng is serviced from the historic ODI 2 water scheme which was transferred to the Local Municipality of Madibeng in 2004. Bulk water is however supplied from the Rand Water Marikana System to approximately 15 800 households. It should be noted that initially, Bapong, Modderspruit and Majakaneng was also supplied from the Rand Water Marikana System, however as of 2004/2005 infrastructure has been established to supply bulk water from the Brits Water Supply Scheme.

5. **16 off Rural Water Supply Schemes** several of Madibeng's rural settlements are serviced through localized community borehole schemes, including:

- Kwarriekraal
- Klipvoor
- Ga-Rasai
- Mankgekgetha & Jonathan
- Fafung
- Sephai
- Makgabetlwane
- Legonyane
- Ga-Tshefoqe
- Ga-Moti
- Ga-Rantlapane
- Kgomo-Kgomo (Rooival)
- Shakung
- Madinyane
- Ga-Tsogwe
- Mmakaunyane

It should be noted that several of the Madibeng settlements are not serviced by the municipality including private developments to the south of the Hartbeespoort dam as well as many rural scattered communities.

The following wastewater treatment schemes have been established to provide wastewater collection- and treatment facilities to certain communities in the Local Municipality of Madibeng:

1. **Brits:** a 14 MI/d WWTW which serves Brits, Oukasie, Elandsrand, Damonsville and Mothutlung Ext.1 and Ext 2
2. **Hartbeespoort (Rietfontein):** a 7 MI/d WWTW which serves Schoemansville, Melodie, Meerhof, Ifafi and Xanadu Exo Park
3. **Lethlabile:** a 3 MI/d WWTW which serves Lethlabile
4. **Mothutlung:** a 1 MI/d WWTW which serves Mothutlung excluding Ext 1 and Ext 2

There are also several sewage treatment plants which have been established by others including:

- Sonop
- Mooinooi
- Pelindaba
- Losperfontein
- Mines
- Private developments

Water services Infrastructure Management (O&M)

As presented in the previous section, in addition to numerous localized groundwater supply schemes, 4 water supply schemes as well as 4 wastewater schemes are to be operated by the local municipality in line with existing regulations and standards.

The Local Municipality of Madibeng performs most of the water services provision function within its area of jurisdiction. There are however also the following additional Water Services Providers:

1. Magalies Water Board: is the Water Services Provider for the rural water supply schemes which relies predominantly on groundwater;
2. City of Tshwane: is the bulk Water Services Provider for supplying bulk water to the North East ODI 1 Water Scheme
3. Rand Water: is the bulk Water Services Provider for supplying bulk water to the West Water Scheme (West ODI 2) as well as augmenting bulk water to the Hartbeespoort (Schoemansville) Water Supply Scheme and other industries and mines within Madibeng
4. Mines: several of the mining companies are responsible for the water services provision of its housing areas, example Mooinooi
5. Private Institutions: several developments and other institutions are responsible for water services provision for its own premises example, Pelindaba, Pecanwood Estate, etc.
6. Department of Public Works: is responsible for water services provision in Losperfontein

Numerous O&M challenges are experienced by Madibeng and which are highlighted in more detail in the next section.

Madibeng received a blue drop score of 57.9% in 2012 and has shown significant improvement as confirmed by the Blue Drop Certification Programme. However, in some cases a slight decline in water quality was experienced. It was highlighted that Madibeng needs to establish a risk defined monitoring programme as based on a full SANS analysis, whilst also having to improve on its water safety planning.

Madibeng received a Green Drop Score of only 6.6% in 2011 and hence much had to be done to enable improved wastewater treatment compliance.

Water Resources

Even though Madibeng operates 16 groundwater supply schemes to supply groundwater to rural settlements in Ward 1, many other households in Madibeng are solely reliant on groundwater (approximately 16% of household relies on groundwater only).

Furthermore, due to capacity restrictions in the bulk water supply schemes which have been established to service Madibeng customers including the Brits Water Supply Scheme, the Schoemansville (Hartbeespoort) Water Supply Scheme and even the City of Tshwane ODI water scheme, groundwater is being re-introduced in many settlements serviced by bulk surface water schemes to augment the limited bulk water supply.

The prominent water resources in the MLM includes the Crocodile River, Hartbeespoort Dam, Rooikoppies Dam and Klipvoor Dam. It should be noted that one of the key issues with respect to water resources is the poor quality of raw water in the Crocodile River and Hartbeespoort Dam. The cost of treatment (both capital and operational costs) is therefore considerably higher than in other areas. Feasibility studies have been initiated to consider the development of infrastructure to enable the treatment of raw water from the Klipvoor Dam in order to supply the surrounding rural settlements, including those in Moretele, however, finality has not yet been reached as to the cost/benefit of such a scheme.

Conservation and Demand Management

It is a legal requirement that all WSA's must have a Water Conservation and water Demand Management (WCWDM) program in place for its entire service area. Section D proposes for the establishment of a formal WCDM plan which aligns to funding availability.

The water loss in Madibeng has been estimated at more than 50%, however processes- and systems must be established to establish- and consolidate water balance information in order to determine a more informed water loss.

It should be highlighted that funding support has been received from the Department: Water and Sanitation through its ACIP programme in FY2014 and FY2015 to implement certain water conservation and demand management initiatives including the establishment of zonal bulk water meters in the Brits- and Schoemansville (Hartbeespoort) Water Supply Schemes as well as funding to repair leaks and to replace customer meters in Majakaneng.

State of Water Services Planning

The Local Municipality of Madibeng as the Water Services Authority for its area of jurisdiction drafted its first Water Services Development Plan in November 2002. A new Water Services Development Plan was then established in December 2007. This Water Services Development Plan was reviewed in January 2009 and referenced "Water Services Development Plan for the Local Municipality of Madibeng. Revision 2. January 2009".

In 2012, the above Water Services Development Plan was updated to the newly established WSDP Guide Framework with the support of the Department. This process also included the review- and assessment of the status quo in terms of the several WSDP knowledge areas.

As part of the development of this document, the Local Municipality of Madibeng, with the support of the Department, has again reviewed and interpreted its current water services function and established an Existing Needs Perspective, whilst also developing the proposed Water Services Strategies to be implemented in support of the water services function. It is therefore considered that the outputs of this process as presented in this document, comprises an interim WSDP to be adopted by Council and incorporated into the IDP. A WSDP which is fully aligned with the next IDP planning cycle will follow from this process.

Water Services Existing Needs Perspective

The existing needs perspective as presented below was developed through a systematic and comprehensive review of the water services function in terms of the WSDP Guide Framework. The output from this process is presented below and includes compliance assessment in terms of:

- ☐ **quality** (assessment of current status against compliancy requirements)
- ☐ **quantity** (an indication of the representation of the total area to address the issue)
- ☐ **future plan assessment** (degree in which future demand has been established)
- ☐ **strategy assessment** (whether a strategy is in place to address the need).

The water services situation analysis prompted the development of problem statements which formed the input for the development of the water services objectives and strategies which follows in Section D.

Integrated Waste Management Plan

Introduction

The compilation of this IWMP has been done in line with the available National and Provincial policies and guidelines such as the Draft Guidelines compiled by the Gauteng Department of Agriculture, Conservation and Land Affairs. The process of compiling the IWMP consisted of two phases. During the first phase an assessment of the current status of waste collection systems and existing disposal sites, service delivery capacity and a needs analysis for each of these aspects were done and completed.

The second phase comprised the compilation of the IWMP.

Integrated Waste Management Plan Strategies

Focus Area	Objective	Recommendation
Disposal Infrastructure Development	Objective 1: Continue to operate Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooi-nooi landfill sites in accordance with permit conditions and Minimum Requirements	Operate the Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooi-nooi landfill sites according to permit conditions, Minimum requirements and approved Operational Plan
		Maintain infrastructure on the Hartebeesfontein-, Eastern Platinum-, Western Platinum and Mooi-nooi landfill sites.
	Objective 2: Obtain Permits for the transfer stations at Kosmos, Brits and Mothutlung. Improve operations at the transfer stations.	Submit Permit/Directions. Application Reports to DEAT for each transfer station.
		Appoint suitably qualified person to conduct EIA and to compile authorisation application reports for each transfer station.
	Objective 3: Identify, design and permit new transfer stations at Damonsville, Brits, Lethabong, Klipgat and Modderspruit.	Appoint suitably qualified person to identify, design, & conduct EIA and to compile authorisation application reports to DEAT for each transfer station.
		Submit Permit/Directions Application Reports to DEAT for each proposed transfer station.
Waste Collection Infrastructure	Objective 1: Extend Service to Unserved Areas in Municipal Area	Include additional residential and business developments into Service Delivery Area
	Objective 2: Extend and Maintain Collection Fleet	Compile Equipment Replacement Plan
		Negotiate Maintenance Contract with Vehicle Suppliers
		Maintain Current Collection Fleet
	Objective 3: Standardise Collection and Optimise Collection route	Continue with current refuse removal system, but phase in Standard Refuse Receptacles with new collection equipment.
		Amend and optimise collection route.
Institutional Capacity and Human Resources	Objective 1: Effective Structure of Human Resources	Fill vacant positions and create posts to extend human resources capacity to fulfil service requirements
	Objective 2: Train Staff	Locally train low level staff and provide specialised training for specialised positions.
		Ensure proper training of contracted personnel
Financial Resources	Objective 1: Improve Payment of Service Tariff	Implement pre-paid system
		Implement Penalties
		Redistribute Equitable Share
	Objective 2: Standardise Tariff Structure	Implement Standardised Tariff System
Dissemination of Information / Communication	Objective 1: Develop and Maintain a WIS	Develop WIS
	Objective 2: Contribute to Inter Municipal Waste Information Workshops	Attend workshops
	Objective 3: Build Community Awareness.	Build awareness through flyers, newspaper notices and road shows.
Management of Illegal Activities	Objective 1: Develop Co-operation Strategies to Prevent Illegal Activities.	Amend Bylaws
		Establish Community Watch
		Introduce Incentive schemes for Clean Neighbourhoods.
		Provide Skips throughout Town for Refuse Dumping
Waste Minimisation	Objective 1: Encourage Recycling Activities	Provide recycling containers throughout town
	Objective 2: Encourage Waste Minimisation	Incentive Schemes for in House Recycling
	Objective 3: Develop Garden Refuse Strategy	Develop Garden Refuse Strategy and Investigate Feasibility to Establish Composting Facility.

Conclusion

This IWMP should be re-evaluated and expanded to a detail operational plan, once suitable information is available from the system as to ensure that future planning is done correctly:

- Service levels should be workshopped with the community to obtain their views and inputs on the proposed upgrading of their service and the cost implications involved.
- Community awareness campaigns should be implemented to educate the communities on responsible waste management i.e. why a landfill is fenced, why you dispose of your waste in waste receptacles, why waste is covered at a landfill, why illegal dumping is costly, etc.
- The municipality should promote recycling and/or waste minimisation. The recyclers on the Hartbeesfontein landfill site should be formalised to ensure that the reclaimers co-operate with the landfill supervisor.

Madibeng State of Environment Report

Introduction

One of the objectives of the state of the environment report is to provide a reference framework of sustainable development indicators against which environmental management performances of government functions and activities can be assessed.

The value of the SoER lies in the fact that it informs decision makers, interested and affected parties and the general public on the most fundamental environmental issues in an accessible way.

Project scope

The scope of the assignment was to determine the status quo in relation to documented information in the LMM on issues or activities that have impact on environmental quality within the area of jurisdiction of the LMM.

Health Services Analysis

The new South African health system adopted the Primary Health Care (PHC) approach because this approach is believed to be the most effective and cost effective means of improving the population's health. The approach involves a health system led by PHC services, which are at the base of an integrated district health system. In terms of the health services reform process, the Local Government should be responsible for all district health services, which include, among others:

- Health promotion services
- Communicable, non-communicable and endemic disease prevention and control service (e.g. HIV/AIDS, STIs, TB, Hypertension and substance abuse)
- Ensuring the availability of a full range of PHC and other relevant health services in communities, clinics, community health centres, district hospitals and other facilities, and
- Providing for community participation in health promotion and health service provision (Department of Health, 1997).

The former Brits Clinic, former Brits Municipality clinics and former Odi clinics were integrated into Madibeng Sub – District. Madibeng Health District is made out of 22 clinics, of which four are earmarked for being developed into health centres, they include Jericho, Bapong, Letlhabile and Mothutlong. There are five Primary Health Care Mobile Units and one Dental Unit serving 197 point on a monthly basis.

The HIV/AIDS statistics for the LMM is shown as follows:

Madibeng HIV Prevalence

Age Distr.	15 – 25	26 – 35	36 – 45	46 – 55	56 – 65	66+	Total
Male	43	195	167	70	15	1	491
Female	353	487	201	99	23		1163
Total	396	682	368	169	38	1	1654

People aged 26 – 35 years are the ones mostly affected in both male and female groups. Furthermore, the infection pattern shows that females between 15 – 25 years are second, followed by those between 36 – 45 years. On the contrary, males occupying the second position are those between 36 – 45 years, followed by those between 46 – 55 years. Young males (15 – 25yrs) are placed fourth on the infection list.

Energy Status Analysis

The combustion of fossil fuels for energy releases into the atmosphere approximately 80% of human induced greenhouse gas emissions. Electricity generation emissions from coal and oil refining to produce petroleum product, coal mining and gas extraction, wood burning and the burning of coal and oil to produce heat for industrial and other purposes, are the largest source of carbon dioxide (CO₂) and sulphur dioxide (SO₂) emission in SA. The

main consumers of energy in SA are industry, the domestic/residential and transport sectors. The LMM has four electricity distribution points which are located in Letlhabile, Brits Industrial Area, Brits Town, and Hartbeespoort.

Water

Water is a fundamental natural resource and is indispensable to life. Water is highly susceptible to pollution and continued deterioration of water quality in some parts of SA has led to the Department of Water Affairs and the Department of Environmental Affairs and Tourism (DEAT) to adopt a more comprehensive approach to integrated pollution and waste management.

Sanitation

There are three main wastewater treatment plants in the LMM which are situated in Brits, Mooi-nooi, and Hartbeespoort respectively.

Waste

The LMM is currently providing waste management services to seven areas, which include Brits, Oukasie, Mothutlong, Damonsville, Sonop, Letlhabile and Hartbeespoort. The services include waste collection, street cleansing, litter picking and bulk removal of illegal dumping. Waste collection service is rendered by both the LMM and four (04) private contractors. The LMM removes waste in the Brits CBD and Oukasie areas and the four (4) contractors remove waste in the townships, and in the Hartbeespoort CBD and environs.

There are four permitted landfill sites in the area of jurisdiction of the LMM, one of which is owned and managed by the LMM (i.e., the Hartbeesfontein regional landfill site). The other three landfill sites are owned by private companies. They are Eastern Platinum, Middelkraal and Mooi-nooi respectively.

The LMM has three transfer stations, namely Spoorweg, Kommandonek, and Mothutlong. A contractor was appointed to manage recycling of waste at the Hartbeesfontein landfill site..

Spatial Development

The MSDP addressed eight spatial aspects, namely, Land use; Transportation; Economic development; Social amenities; Housing and tenure delivery; Open space and recreation; Tourism; and Agriculture. Madibeng has a wide selection of land uses, ranging from purely urban land uses, such as formal residential areas, central business districts, and industrial areas, to non-urban land uses such as rural areas relying on subsistence farming, tourist resorts & facilities, and game farming.

In order for the LMM to be able to reconstruct the urban landscape into an integrated and cost effective urban structure, a Development Concept was developed which addressed issues of urban integration; bulk municipal infrastructure; service integration; land use and transport integration; protection of agriculture and open spaces. The Development Concept covered the aspect of development corridors within the LMM area of jurisdiction. These development corridors are classified into primary, secondary, and tertiary.

There are two primary development corridors, Brits – Rosslyn Mixed Use Corridor which focuses on residential, industrial, commercial and mining development; and the Platinum Transportation Corridor which focuses on transportation. Secondary development corridor is the Brits – Fafung Residential Corridor which focuses on residential development in the north – eastern part of the LMM. Tertiary development corridors include the Letlhabile – Hebron – Residential Corridor and the Jericho – Madidi Residential Corridor.

The LMM has two major tourism regions, namely; Magaliesburg, Witwatersberg, and Hartbeespoort dam region; and Game farming, Elandsberg, and Klipvoor dam region.

Madibeng Integrated Economic Growth Strategy

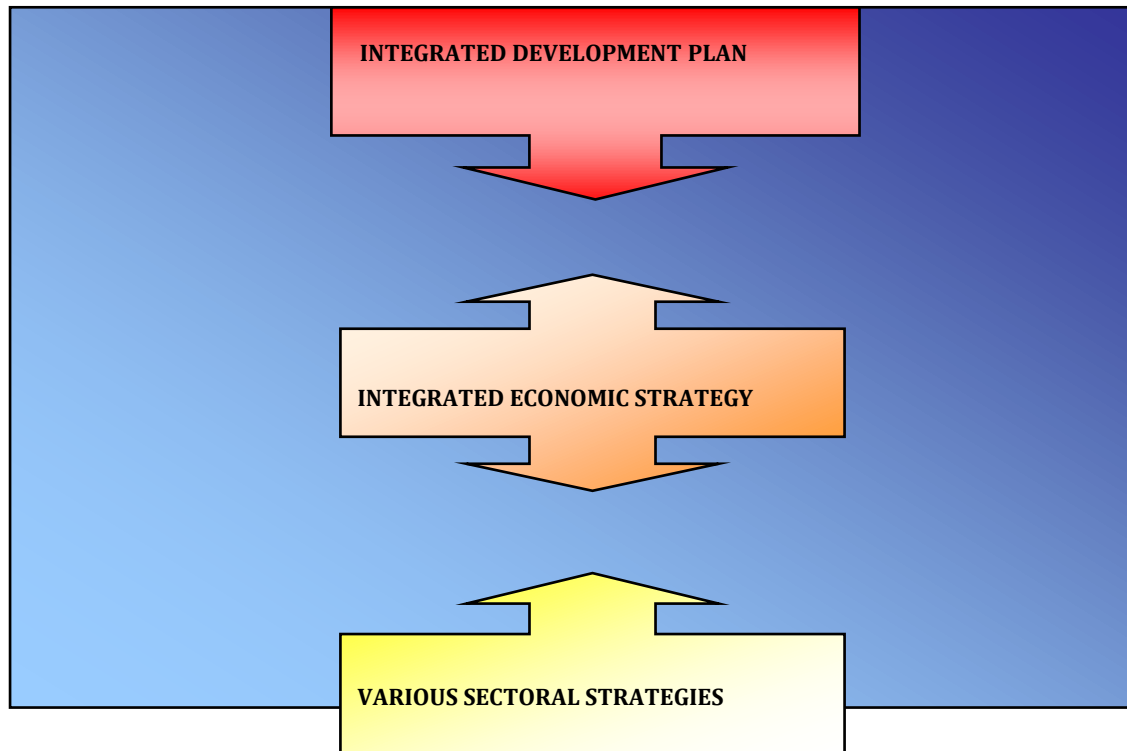
Purpose of the Study

The purpose of this study is stipulated as identifying development potential and opportunities within various economic sectors, which could contribute in stimulating economic growth, social upliftment, job creation, BEE, capacity building, etc.

Status of this document

The status of this document is to serve as guiding tool in stimulating the development of the economy within Madibeng.

Diagram 1.1 gives an illustration of the **Document Hierarchy**.



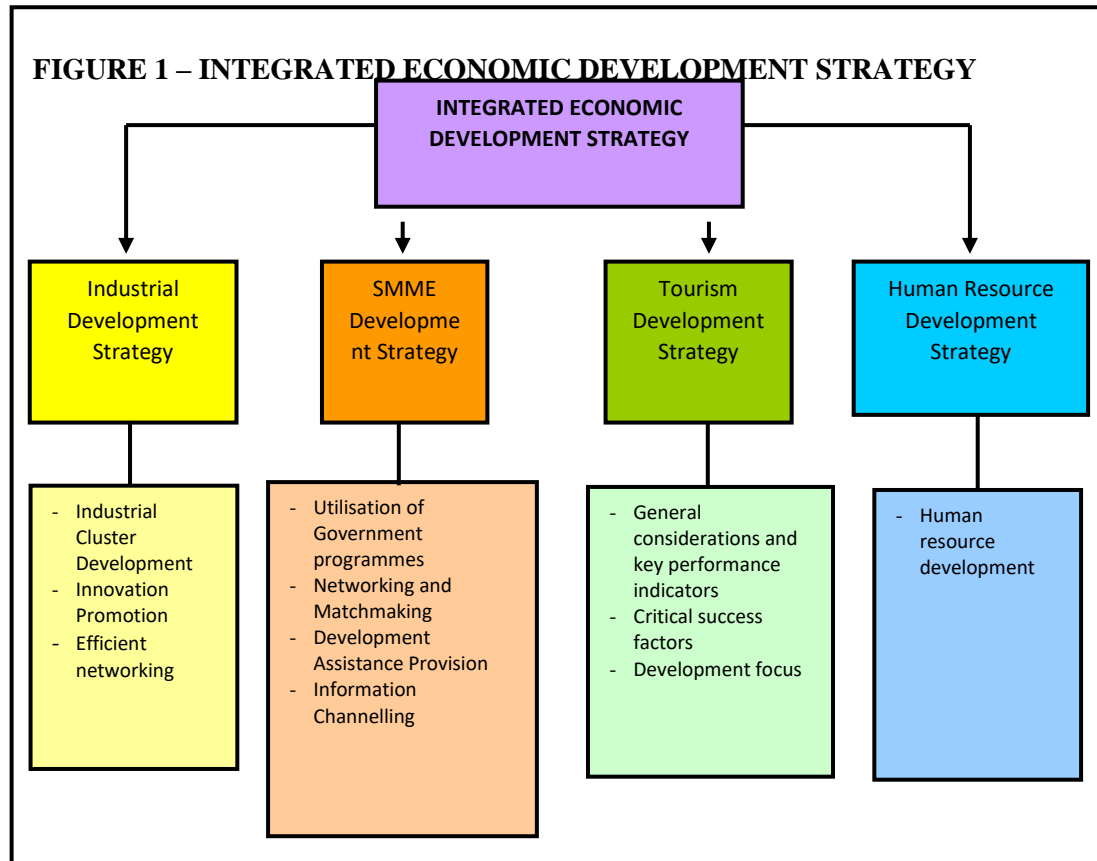
Study Goals and Objectives

As mentioned, the purpose of the study is to identify development potential and opportunities within Madibeng. The strategy therefore has the aim of:

- Bringing in new ideas to stimulate economic development
- Creating a platform for growth
- Accessing development funds
- Building of capacity within the community
- Developing human resources
- Transforming the labour force
- Ensuring development is sustainable, integrated and holistic
- Linking Madibeng's economy to its neighbouring economies
- Stimulating multiplier effects
- Incorporating agglomeration and clustering advantages in the economy
- Developing the tourism industry
- Integrating the rural communities in development

Integrated Economic Development Strategy

An Economic Development Strategy can comprise of a combination of the following important building blocks, referred to as economic development strategies: Capacity building; Human Resource Development and Labour Force transformation; Broadening the economic base; Sustainable development; Integrated and Holistic development; Linkages with neighbouring economies; Agglomeration advantages; Multipliers; Clustering; Agricultural and Agro-Industrial development; Tourism potential and Rural development. Each of these development strategies on their own accord comprises of a number of projects and/or programmes, aiming at achieving economic growth and development.



In the case of Madibeng, the major building block of the Integrated Economic Development Strategy include (as indicated by Figure 1):

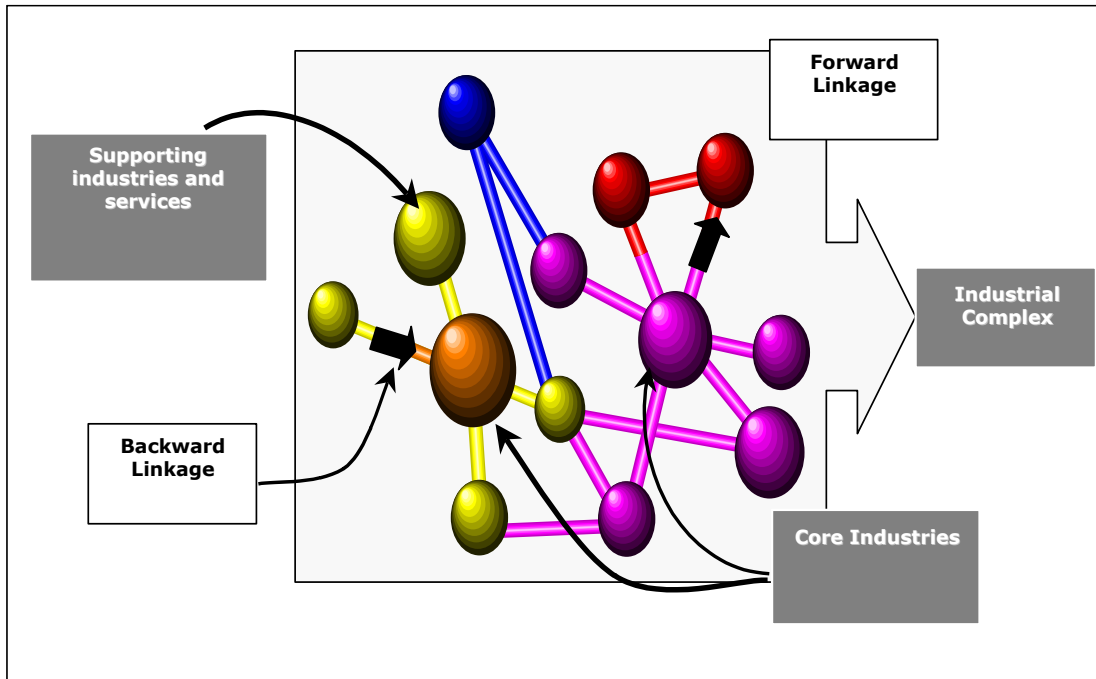
- Industrial development
- SMME development
- Tourism development
- Human Resource

Each of the above mentioned strategies are discussed below, each containing the following discussion points:

- A brief description of the strategy
- A description of themes relevant to the specific strategy
- A description of the projects associated with the theme and strategy
- Information and supportive sources

Industrial Development Strategy

Cluster development is a widely advocated, internationally acclaimed technique that has been implemented successfully in other countries, with the ultimate aim of stimulating economic development and job creation. Figure 1 gives an illustration of the cluster development concept.



- **Obtain buy-in:** The purpose is to devise the most appropriate ways and means of obtaining buy-in and support from all the stakeholders in a given cluster.
- **Stakeholder contact-making:** Utilising an inventory of stakeholders, representatives for a cluster development unit must be identified.
- **Sponsorship:** International case studies have shown that the success of the buy-in process is dependent on the procurement of a sponsor.
- **Participation:** In general, the cluster development unit acts as a mouthpiece where problems and challenges facing the cluster are aired.
- **Networking:** An additional method of creating buy-in and encouraging participation is by developing a business network program. .
- **Networks** are fast becoming a key business tool for small and medium-sized companies to work together to boost their bottom line.

The Industrial Development Strategy for the Madibeng Municipal area consist of three investment programmes, including:

- Industrial Cluster Development Programme
- Innovation Promotion Programme
- Industrial Networking Programme

The discussion on each of the abovementioned programmes, together with their potential projects, follows.

♦ Industrial Cluster Development Programme

Industrial Opportunities and Projects

Based on the analysis done in Section 4, there are a multitude of industrial opportunities present within the Madibeng area. These opportunities are grouped according to economic sector, including:

- Agriculture
- Mining
- Manufacturing

The related projects are provided in Table 5.1 based upon the following types:

- Anchor projects
- Supportive projects
- Catalyst projects

TABLE 5.1 – INDUSTRIAL DEVELOPMENT STRATEGY PROJECTS			
<u>SECTOR OF OPPORTUNITY</u>	<u>ANCHOR PROJECTS</u>	<u>SUPPORTIVE PROJECTS</u>	<u>CATALYST PROJECTS</u>
Agriculture	Organic farming and Hydroponics production unit/cluster	- Formation of Cluster Development Task Team	✓ Prepare or facilitate detailed feasibility studies and implementation plans for the high potential development projects ✓ Initiated and facilitate further investigation into lower potential development projects ✓ Liaison with potential investors and research institutions
Mining	Mining logistics hub	- Compile sector specific development plans	
	Local processing of raw mining materials		
Manufacturing	Heavy mineral refining, processing and beneficiation cluster	- Compile and maintain database indicating potential investors and investment opportunities (Be coordinated with opportunities resulting from special agreements such as AGOA)	
	Dimension stone and slate beneficiation cluster		
	Fresh vegetables and fruit processing and product manufacturing plant	- Compile an Investor Care Programme to provide investors with professional supportive services, i.e. information provision, net-working with local suppliers and financial assistance	
	Recycled material product manufacturing plant		
	Recycling plant		
	New product manufacturing from recycled materials		
	Oil extraction plant		
	Herb and spice processing plant		
	Fresh produce storage and distribution hub		

Detailed Information Sources

Additional role-players that can act as information source and/or experts on this programme include:

- ✓ The established Cluster Development Task Team
- ✓ Trade and Investment South Africa (TISA)
- ✓ Invest North West
- ✓ Industrial Development Corporation (IDC)
- ✓ Department of Trade and Industry
- ✓ Representatives of existing cluster and other industrial development initiatives in the country
- ✓ Research institutions, such as CSIR, Agricultural Research Council, Automotive Industry Development Centre, Universities, etc.
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

Opportunities and Projects

The projects related to this programme fall primarily within the supportive category. These projects include:

- The establishment of a Technical Mentoring System
- The development of a Regional Innovation Network
- The provision of technical and market information to developers through a comprehensive website
- The examination of gaps in the system of financial support for investors, in terms of research and development
- Developing a school-support programme through which scholars and students can be introduced to the industrial and innovation environment
- The securing of enhanced innovation support for the different economic sectors
- Assistance (financial or otherwise) to knowledge-based start-up businesses.

Detailed Information Sources

Supportive role players include sources such as:

- Educational and training institutions (universities, technicons, councils, NGO's, etc) locally and nationally
- International industrial organisations and researchers
- Research institutions in South Africa (e.g. TISA, CIMEC, CSIR, Agriculture Research Council etc)
- Madibeng Industrialists Association
- Greater Brits Investment Group (GBIG)
- Brits Chamber of Business

Initiate Efficient Industrial Networking

Opportunities and Projects

The supportive projects associated with this programme include:

- The provision of a system through which Madibeng industries can apply for membership in an Representative Forum. This forum will provide the members with a platform to initiate discussions, representation and participation and the exchange of sector-specific knowledge.
- Electronic infrastructure can be utilised to stimulate this process of participation, for example through the establishment of an internal website for Madibeng enterprises which provides discussion platforms.
- A database needs to be implemented and information distributed that can be used to assist investors and Madibeng enterprises in the sourcing of suppliers and matchmaking with potential entrepreneurs, local contractors and international manufacturers.
- A unit must be established which can take responsibility of matching and initiating investment opportunities in the Madibeng area with suppliers in the rest of the region and country
- This programme must also include the task of linking/coordinating supporting services with the development of Madibeng. This entails liaison with financial institutions, real estate agents, tour operators, freight transport contractors, public transport companies, etc

Detailed Information Sources

Experts on this programme and its projects include:

- ✓ Local businesses
- ✓ Researchers which can provide information on suppliers and international sourcing opportunities
- ✓ Industry-specific experts
- ✓ Department of Trade and Industry
- ✓ Potential suppliers and other service providers (commercial banks, transport companies, etc)
- ✓ Madibeng Industrialists Association
- ✓ Greater Brits Investment Group (GBIG)
- ✓ Brits Chamber of Business

SMME Development Strategy

SMME support systems are a critical important aspect of local economic development due to this sector's employment creation characteristics. This development strategy's main focus is the establishment and expansion of SMMEs in the Madibeng area. The strategy thus has a dual **aim**, including:

- ✓ The support of SMMEs (existing and newly emerged)
- ✓ The development of new SMMEs

Therefore, **the objective** of this development strategy is to facilitate the establishment of new SMMEs, to provide support during the initiation phases of establishment and to provide sustainable information and support for new and existing SMMEs within the local municipality's structure.

The **vision** of the SMME development strategy can be summarised as follows:

Firstly, to create an enabling environment in which SMMEs can develop on the basis of sound business principles and optimum access to the services needed to become sustainable; secondly to utilise the existing governance structures which will enable the effective implementation and facilitation of programme and policies aimed at the development of SMMEs; and thirdly, to provide sustainable support and information on SMMEs"

The **focus areas** of this strategy is on:

- ✓ Ensuring that existing SMMEs and micro enterprises become sustainable
- ✓ Creating a business friendly environment for the establishment of new SMMEs, and
- ✓ Creating a structure through which local authorities can facilitate SMME development and provide sustainable information and support

The **strategic focus** of this strategy is on the following areas:

- ✓ The efficient utilisation of government programmes aimed at SMME development
- ✓ Networking and matchmaking
- ✓ Development assistance provision to the SMME sector
- ✓ Channelling of information

Municipalities can reap **benefits** from promoting the development of SMMEs in their area of jurisdiction. The benefits include:

- ✓ SMMEs have shown a remarkable capacity to absorb labour capacity, albeit largely unskilled.
- ✓ SMMEs are locally owned and controlled.
- ✓ SMMEs provide a nursery and a proving ground for entrepreneurship and local innovation.
- ✓ A stable SMME sector can extend the current municipal revenue loss.

To become prosperous business entities, SMMEs need:

- ✓ *Opportunity*, which can be created by a more favourable business environment, establishing viable business support facilities, effective networking and the nurturing of an entrepreneurial culture.
- ✓ *Knowledge* of opportunity through information chancing networking, service outreach and networking.
- ✓ The *ability* to perform, which can be enhanced through proper training, business advice, finance, high quality business infrastructure and acceptable business structures.

Utilisation of Government Programmes

Opportunities and Projects

More, specifically, the following tasks should be addressed:

- ✓ SMME development in each of the municipalities should be linked to a local SMME Strategy/Action Plan, with expected outcomes and targets. .
- ✓ The municipal SMME development programmes should make provision for the development of the two distinct sub-sectors, namely the formal SME sector and the informal micro/survivalist sector.
- ✓ For the micro enterprise sector – the provision of shared business services and infrastructure, information on service providers offering training in basic business management and financial mentoring, micro finance assistance institutions and product advice institutions, as well as programmes to 1) link micro suppliers with larger companies and 2) formalise the informal sector.
- ✓ For the SMME sector – the provision of modern business infrastructure (i.e. telecommunication, premises, etc), assistance in registering and financial management (i.e. tax, export duties, etc), matching SMME suppliers with larger corporations, tax and financial incentives, quality control, the penetration of foreign markets, marketing and information sharing.
- ✓ Service outreach. Any initiative taken by local government to assist SMME development within their own powers and functions should be based on the demand of the SMME sector and the existing service providers in the area.

Networking and Matchmaking

Opportunities and Projects

More specifically, Madibeng Local Municipality should implement the following tasks:

- ✓ Provide information kiosks or outlets within the local municipality's structure through which local SMMEs, that do not have access to Internet facilities.
- ✓ Identify existing business networks in the local municipal area and identify the needs/problems that are currently being experienced within these networks.
- ✓ In-depth discussions need to be conducted with larger business groups (such as the Madibeng Chamber of Business, GBIG, Chamber of Mines and Brits Industrialist Association) in order to determine whether supply activities and services can be outsourced to SMMEs.
- ✓ Local municipalities need to establish an up-to-date database on the existing SMMEs in the area, their contact details, firm structure, deliverables, employment structure and skills.

- ✓ Continued update of the *independent* business directory which can be freely distributed to all interested parties

The required activities can be summarised as follows:

- ✓ Conduct surveys to update the municipal database of all SMMEs in the local economies;
- ✓ Identify existing networks and their needs;
- ✓ Identify network brokers that can establish and coordinate the activities of new networks, &
- ✓ Lobby with large business groups to join forces through the networks

Development Assistance Provision (High Level)

Programme Description

The purpose of this programme will be to coordinate the efforts of these agencies to ensure that their efforts become more visible in Madibeng Local Municipality. It is essential to link these efforts with GBIG, the LBSC, ESC and the Mining Development Agency operative in the area.

More specifically, assistance should include:

- | | |
|---|--------------------------------|
| ✓ A service outreach programme | ✓ Business Development Centres |
| ✓ Training and Entrepreneurial Programmes | ✓ An entrepreneurial culture |
| ✓ Financial assistance | ✓ Marketing services |

These are discussed below.

- (1) The provision of SMME business assistance services should be linked to a *service outreach programme*. Information that need to be gathered as part of this baseline study, are, inter alia:
 - ✓ The exact type and scope of services needed by the SMME sector, i.e. training (financial management, basic entrepreneurial skills, human resource management or advanced business management), financial (micro loans, start-up capital, seed capital or venture capital), or business services (technology transfer, marketing assistance or information dissemination).
 - ✓ Services that are already being provided by service providers and which could be linked to the municipality's SMME development programmes. The optimal location of established service centres (such as LBSCs and information centres) that will ensure support from the local SMMEs.
 - ✓ The demands and opportunities posed by the local economic structure and the high growth/investment sectors, as well as major concerns for the SMME sector (economic "red-flags") that will need attention in avoiding future gaps in the service structure.
 - ✓ Implement a coordinated and focused system of SMME support facilities.
- (2) The most efficient programmes that can be implemented as part of a service delivery strategy to SMMEs are *Business Development Centres*.
- (3) *Training and entrepreneurship development programmes*. One of the key factors influencing the ability of SMMEs to perform in the local economy is the availability of training facilities and services that SMME can access.
- (4) Part of the efforts to develop the labour force, is the *establishment of an entrepreneurial culture*. The main aim of such a programme is the inspiration of a wider range of people to pursue entrepreneurial ventures. Some of the projects that can be used to achieve this are
 - ✓ Publicity, promotional and awareness campaigns;
 - ✓ Educational systems which are refined to include topics on entrepreneurship (which are increasingly being emphasized on i.e. school level);
 - ✓ Taxation or other incentives that rewards self-employment, and
 - ✓ The creation of innovation centres, science parks and links between universities and commercial enterprises to educate the community and change public perception about creating self-employment.
- (5) *Financial assistance*. Although it is not within the power of local government to finance SMMEs, government can play an active role as facilitator/coordinator in assisting SMMEs with funding problems. Tasks that could form part of the development of SMMEs include:

- ✓ Creating a database that indicates the various provincial, national and international funding programmes available to SMMEs in Gauteng.
- ✓ Lobbying with financial institutions for favourable lending/funding conditions;
- ✓ Linking SMMEs with the available incentives of national government, as well as assistance in the application of these incentives;
- ✓ The review of regulation on micro finance in the province;
- ✓ Lobbying with donor organisations in order to obtain foreign capital for SMME assistance;
- ✓ Provide a mentorship system through which SMMEs can be provided with financial counselling services.

(6) *Marketing services.* Many SMMEs experience problems in penetrating markets and consequently in developing products that will be able to answer to consumer demands.

Information Channelling

Opportunities and Projects

The most important tasks (supportive projects) that need to be executed as part of this focus area are:

- ✓ The establishment of interactive databases that cover the aspects relevant to SMME development on a local municipal level. The databases that need to be compiled include:
 - A provincial database on the service providers available in the province per area, the SMME development programmes initiated by local authorities, as well as on a provincial and national level.
 - A database for local government on the number and size of SMMEs within the jurisdiction area, products and service delivered, service providers by type, service scope and costs, budget allocation of programmes, skills available in the local SMME sectors and the needs of the local SMEs and micro enterprises in the area.
- ✓ The establishment of the databases can be initiated through baseline surveys conducted in the municipal area, the utilisation of business registration databases for formal businesses and business surveys in selected informal trading areas.
The surveys should be complimented with a local skills and expertise audit on the SME and micro enterprise sectors.
- ✓ Madibeng must develop an appropriate organisational structure that can deal with the gathering, packaging and analysis of relevant data on the SMME sector. Information requirements include:
 - Business confidence in the small business sector
 - Production indices for the different products manufactured and services provided
 - Inventory cycles
 - Bankruptcy trends
 - Trends in capital investment
 - Employment trends
 - The impact of IT and other service provision on SMME viability
 - Financing patterns and requirements, etc.
- ✓ An interactive database need also be created on the service providers in the local areas and their nature, known funding sources and skills.

The potential projects associated with the SMME industry is listed within the table below:

POTENTIAL PROJECT FOR THE SMME DEVELOPMENT STRATEGY	
SECTOR	ANCHOR PROJECTS
AGRICULTURE	Organic farming and hydroponics production units
	Granadilla and Kiwi production
	Ostrich farming
	Herb and spice production
	Floriculture production
MINING	Small scale mining ventures
	Rehabilitation of mined areas
	Local jewellery manufacturing
	Local processing of raw mining materials
MANUFACTURING	Juice factory
	Canned fruit and vegetables factory
	Dehydrated vegetable processing
	Soya, sunflower and olive oil extraction
	Extraction of essential oils
	Herb and spice processing plant
	Recycling plant
	Agro-processing plant including citrus, fertilisers, herbs and teas, granadilla and table grapes
	Hand tool manufacturing
	Organic pesticides and fertilisers
	Agriculture packaging materials
	Medicinal and veterinarian equipment and products
	Indigenous pharmaceuticals and supplements
	Mining supplies such as chemicals, clothing, food, etc
TRADE	Various opportunities
TRANSPORT & COMMUNICATION	Transportation services
SERVICES	PPP in health care service delivery
	Various other locally demanded services
TOURISM	Tour operators
	Small cultural activity groups
	Guesthouses and other accommodation facilities

Tourism Development Strategy

Tourism is a quaternary economic activity, which means that it cannot be defined as an individual economic sector; instead, the activities that make up tourism are spread across the range of definable economic sectors, mainly trade, catering and accommodation, and transport. This sub-section describes the tourism development strategy through the use of the following headings:

- ✓ Tourism strategy development
- ✓ Key performance indicators and niche focus
- ✓ Critical success factors
- ✓ Implementation guidelines.

The underlying rationale of the tourism development strategy is that tourism is a labour – intensive- peoples-based industry which means that when tourists visit a destination they not only “buy” physical amenities but also skills and services of the local tourism employees.

The tourism demand determines the tourism market potential for the Madibeng area. In order for the different tourism projects to reach the specific tourism targets, certain key performance indicators and success factors should be incorporated and taken into account during the development and management process of each tourism project

General Considerations and Key Performance Indicators

The general considerations and key performance indicators include the following:

- ✓ *Tourist trip composition* – a tourist’s trip consists out of three phases that include pre-experience, experience and post experience phases and in each of these phase tourist utilises various products and services.
- ✓ *Technological development* - new technological improvements changes the customer-supplier relationship (i.e. internet booking).

- ✓ *Networking and partnerships* – these relationships between the various direct and indirect tourism attractions/facilities/organisations will enhance the overall development of tourism.
- ✓ *Constant innovation and improvements* – due to the increasing global competition, constant improvements and innovations in the industry are required.
- ✓ *High quality of services and products*– It is necessary to provide high quality services and products throughout the whole tourism system.
- ✓ *Variety* – destinations should offer a variety of attractions, facilities and entertainment in order to provide the tourists with a variety of choice.
- ✓ *Specialist skills and training* – workforce should be effectively trained to be adaptable to changes in the tourism market and associated type of activities and services that they should be able to offer.
- ✓ *Marketing and promotion techniques* –It should be more customer orientated, convenience orientated (i.e. internet bookings) and strategic alliances should be developed between the diverse segments of the tourism industry in order to stretch marketing budgets.
- ✓ *Community support and involvement* – It is essential that the local community should support new tourism development in their communities.
- ✓ *Visitor-friendly environment and tourism awareness* – there is a need for the creation of tourism awareness regarding the potential benefits of tourism and to foster a positive visitor friendly attitude.
- ✓ *Strategic location* – in terms of major tourism attractions and routes (i.e. Gold Reef City) or historically significant areas (i.e. Nelson Mandela Museum in the Cape)
- ✓ *Historical significance* – the site should have historical significance due to the fact that it can influence the success and popularity to a large extent.
- ✓ *Community support* – success of heritage tourism sites is primarily attributed to the support of the local communities in that they can relate to the theme of the museum.
- ✓ *Layout, and presentation of the content* – should reflect the theme of the site (whether culture/heritage orientated).
- ✓ *Educational value, integrity and uniqueness* – this plays an important role in the success of a heritage tourism development. The heritage site should have educational value whether through educational programmes or through the presentation of the content and artifacts.
- ✓ *Level of co-operation* – this is necessary between the tourism bodies in order to provide a sustainable platform for the heritage site.
- ✓ The *management* and operation of the heritage site should be guided by an integrated development framework and marketing strategy to avoid random and uncoordinated efforts.
- ✓ *Accessibility* – the accessibility of a tourism site and the associated tourism products to the public is also important success factors.
- ✓ *Flexible development approach* – this provides for an incremental development approach where new heritage or cultural facilities can be added to the development over time

Critical Success Factors

This sub-section provides an overview of the most important factors identified that will determine the success of the tourism development in the Madibeng area.

- ✓ *Product packaging and product line:* The current movement of the tourists through the region implies that the re-routing of tourists is critically important
- ✓ *Product differentiation and unique selling points:* The individual tourism activities should form an integrated tourism story line or package as mentioned previously.
- ✓ *Unique message:* The tourism package should convey a unique message to tourists' that appeals to them, inducing an urge to visit the specific tourism product more than once in a lifetime.

- ✓ **Effective management:** All of the tourism projects should be managed as a whole as to ensure that individual elements perform on the same level and progress on the same time span, due to the fact that it forms part of one tourism package and each of the unique selling points should contribute to sustaining the quality thereof.

Effective performance management should also be conducted in order to measure the performance of the projects against the baseline tourism targets. This management should also incorporate technological development. Technological development can improve the quality of the tourism services and increase the convenience of tourists visiting the tourism precincts.

General Implementation Guidelines

This sub section focuses on general guidelines that are applicable to all the tourism projects:

i) Infrastructure

Tourism infrastructure is an important component on the tourism system ranging from the basic services such as electricity and water to roads and public transport.

This framework should reflect the opportunities for public private partnerships in the construction and maintenance of infrastructure.

Priority infrastructure requirements include:

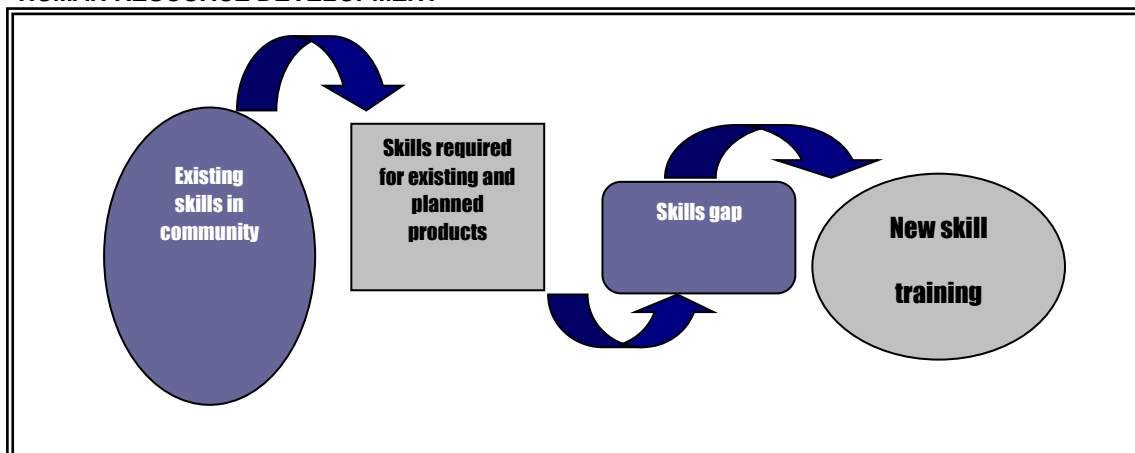
- ✓ The provision of adequate signage
- ✓ Maintaining of roads
- ✓ Engage in the public transport (taxi) industry.

ii) Human Resource Development

To establish a visitor-friendly environment and tourism awareness it is necessary to target the employees in the local tourism industry, government, local communities and security personnel that have an impact on tourists such as traffic police, defense force and security guards.

The human resources skills should be assessed and any existing or future skills required should be identified. The tourism employees should be familiar with the technology and how it works. This emphasises the importance of launching a human resource programme to adequately train and provide the employees with the necessary skills.

HUMAN RESOURCE DEVELOPMENT



- ✓ Identifying educational programmes that are applicable to the different niche markets.
- ✓ Establishing a standard entrepreneur support programme facilitating appropriate skills, education and training
- ✓ Promoting and managing the tourist guide function of the Madibeng Local Municipality.
- ✓ Supporting the development and promotion of locally produced tourism related arts and crafts.
- ✓ Employees should get involved with the Learnership Programme managed by THETA.

iii) Marketing

There are two different types of tourism marketing and promotion:

- ✓ Marketing of specific facilities and services (e.g. hotel, a tour, an attraction), and
- ✓ Destination marketing (the generic marketing of a destination for the overall experience that a tourist can obtain in that destinations which includes a combinations of facilities and services available).

General guidelines to enhance marketing and induce public awareness

An awareness and marketing campaign needs to be launched that involves press releases, public meetings and published documentation and brochures. In order to enhance the marketing and public awareness of these new tourism products the following should be done:

- ✓ A database needs to be compiled of all public and private sector role-players in the tourism industry of Madibeng area, in order to determine the roles and functions thereof.
- ✓ A series of press releases should be issued to the media, using mass –circulation media and specialised, tourism-orientated media directed at specific target market segments, in order to attract the necessary tourism mass to ensure viability.
- ✓ A brochure should be developed to give guidance on how to participate in and benefit from the tourism products and services.
- ✓ Feedback on successes and failures in the local tourism system should be actively gathered from local tourism organisations / products / activities and distributed between members. In order to be flexible and to adapt to the changes in the tourism market.

(iv) Specific Marketing Guidelines

A comprehensive marketing plan should be developed for the Madibeng area that specifies how the tour package and individual selling points would be marketed.

A comprehensive marketing plan for the tourism projects:

- ✓ This marketing plan should develop a new branded image for the area as a new tourism destination.
- ✓ Improve the image of the Madibeng area to counter the negative trends (e.g. It's a mining town) impeding high visitor figures. Improve safety and security by means of proper police patrols and police representation on tours, especially in the township.
- ✓ Provide the necessary market awareness and opportunities for the successful marketing of the tour.
- ✓ Organise a series of provincial functions and events such within the region
- ✓ Provide cost effective results by targeting the correct audiences.

Marketing should be done by means of the following measures:

- ✓ Familiarisation trips
- ✓ Press tours - invite prominent travel writers, photographers, TV and radios to the different sites.
- ✓ Events and themed periods - this can attract tourists to the area, as well as create an additional awareness of the area.
- ✓ Promotional material – use brochures to advertise the sites and associated tourism components.
- ✓ Websites
- ✓ Tour planner/sales manual for tour operators – develop a manual for tour operators and media in which information such as theme tour routes, events, calendars and ground tour operators, can be distributed.

Potential Tourism Development Projects

The potential projects that will contribute in stimulating development within the tourism industry include:

- ✓ Development of a tourism identity for the Madibeng area
- ✓ Tourism incubator, linked to skills related to environmental damage-control on exploited mine-dumps and granite excavated areas
- ✓ Development of a regional tourism node

Human Resource Development Strategy

Strategy Description

The focus of the human resource development strategy is on skills development, centring around the process of deepening individuals' specialised capabilities in order for them to be able to access incomes through formal sector jobs, through small micro enterprises (SMEs) or community projects, resulting in a positive contribution to the economic success and social development of our country.

Vision, Core Strategy, Principles and Objectives

The overall **vision** is an integrated skills development system that promotes economic and employment growth and social development through a focus on education, training and employment services.

The **core strategy** is to create an enabling environment for expanded strategic investment in skills development.

The **objectives** of the strategy are:

- ✓ To facilitate a general increase in the skills profile of the population, through accredited high quality education and training linked to the National Qualifications Framework
- ✓ To increase the quality and quantity of intermediate level skills in Madibeng
- ✓ To facilitate, through uplifting applied competency levels, more efficient social and infrastructure delivery
- ✓ To raise the quality, relevance and cost-effectiveness of skills development throughout Madibeng in order that the area achieves rising competency levels which promote economic and employment growth and social development.

Core Components of the New Strategy

There are six core components in the proposed strategy:

- ✓ Information for Strategic Planning
- ✓ A System of Learnerships
- ✓ Employment Services
- ✓ Enhancing Provision
- ✓ Skills Development Intermediaries and National Coordination
- ✓ The Funding of Skills Development (Department of Labour, 1997).

Opportunities and Projects

The following table summarises the potential projects aimed at achieving the development of the human resources in the Madibeng area.

TABLE 5.3 – HUMAN RESOURCE DEVELOPMENT STRATEGY		
SECTOR	ANCHOR PROJECTS	SUPPORTIVE PROJECTS
AGRICULTURE	Regional Agriculture incubator	Identification of required agricultural skills, techniques and practises
MINING	Mining incubator	Identification of required mining skills, techniques and practises
MANUFACTURING	Recycling incubator	Identification of materials and products available for recycling
		Identification of required recycling skills, techniques and practises suitable for the various available materials
TRADE	Trade incubator	Identification of required trading skills, techniques and practises
TOURISM	Tourism incubator	Identification of required tourism skills, techniques and practises

Investment Incentives

Investment incentives are seen as “economic development programs that assist businesses without providing direct financial assistance.” There are essentially two types of business incentive packages:

- ✓ **Tax incentives** involve the reduction or abatement in the amount of taxes paid to the national or local government offering the incentive
- ✓ **Non-Tax incentives** are “on-budget expenditures,” which constitutes grants, creative financing subsidies, worker training, infrastructure improvement, etc. that are used to attract companies to a particular location or to keep them from moving to another location (*National Association of State Development Agencies et al. 1999. Evaluating Business Development Incentives*).
- ✓ **Credits**, which provide a reduction in government income tax, or other state taxes to reward businesses for a variety of behaviours such as creating jobs, investing capital in equipment or research and development, training, recycling, etc.
- ✓ **Abatements / reductions** reduce or decrease the assessed valuation of *ad valorem* taxes, which include real property and personal property.
- ✓ **Exemptions** provide freedom from payment of a variety of taxes, including corporate income, corporate franchise, government sales/uses, or other taxes normally applied to certain business activities on which a tax might normally apply such as in purchasing air and water pollution control equipment or construction materials.
- ✓ **Refunds**
- ✓ Other **special tax treatment** to encourage business investment

It is important to note than when the local authority provides incentives, it should take into consideration that the incentives should focus on local opportunities for selected sectors and must emphasise local employment creation. It should however also provide guidelines for an effective brokerage system. Incentives thus need to comply with the following criteria against the local condition:

- ✓ Realistic
- ✓ Fundable
- ✓ Acceptable
- ✓ Flexible
- ✓ Predictable
- ✓ Sustainable

The various instruments that can contribute in influencing the locational decisions of investors are:

- | | | |
|------------------------|----------------------|-------------------------------------|
| ✓ Infrastructure | ✓ Marketing | ✓ Refuse |
| ✓ Regulatory reform | ✓ Water | ✓ Refunding building plans approved |
| ✓ Sewerage | ✓ Land and buildings | ✓ Pro-active approach to investment |
| ✓ Settlement discounts | ✓ Discount structure | ✓ Electricity |

Investment incentive packages are designed to stimulate higher levels of domestic and foreign private investment in employment and wealth creating industries. This will address the challenges of job creation and poverty alleviation through promoting sustained economic growth and skills development.

Development Considerations

The Madibeng economy has a well-diversified economic base. The development of SMMEs is a critically important focus area and should form part of the incentive packages. Thus, the investment incentive packages should cater for all types of economic activities, on all scale sizes.

The aim of formulating and identifying the incentive packages is to align these local incentives with existing National Government Funding Programmes in order to obtain maximum exposure of the area to direct investment. The target sectors within the Madibeng area that have been identified for investment are:

- ✓ Manufacturing and Warehousing
- ✓ Agriculture
- ✓ Mining
- ✓ Trade
- ✓ Tourism

Incentive Packages

The various incentive packages are discussed in the subsequent paragraph.

a) Land and Buildings

INCENTIVE PACKAGES	
SECTOR	PROPOSED INCENTIVES
INDUSTRY/ SMME	<ol style="list-style-type: none"> 1. Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for industrial/warehousing or mixed land uses. These sites can be bought at market value or obtained through the transfer/ leasing of the property. 2. Provide serviced sites at reduced costs with reduced service cost packages included. 3. Implement a system whereby re-zoning, division and consolidations can be applied with immediate effect for investment in the identified zones, thus speed up the process of approval for new investors. 4. Do Environmental Impact Assessments (EIA) on behalf of the investor, in the identified areas. This will save time and costs. Establish an environmental management system for the identified priority areas. 5. Establish a special infrastructure provision programme for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors. This will also ensure a phased approach to service delivery. As part of this programme, delivery services can be outsourced to capable local contractors. 6. Do an inventory of municipal land and buildings that can be used by investors for establish manufacturing and warehousing activities (e.g. Incubators and industrial hives). These facilities must be marketed and made available with immediate effect to potential investors. 7. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 8. Provide assistance with marketing and distribution of the local products. 9. Provide free or at reduced prices, maintenance of the industrial area's aesthetics & infrastructure 10. Provide government subsidised transportation of local workers 11. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
AGRI-ULTURE	<ol style="list-style-type: none"> 1. Identify suitable land with favourable soil condition that can be used for sustainable urban/rural agriculture. Land in these special development areas must be made available to entrepreneurs and investors through transfer, leasing or sale at market value/specially arranged prices. 2. Implement a system whereby re-zoning, division and consolidations can be applied with immediate effect for investment in the identified zones. 3. In order to promote SMME Urban/rural-agriculture, the municipality can implement demonstration plots and facilities for extension officers, which will serve the function of training and empowering entre-preneurs. The extension officers will also the function of providing information and technical know-how on farming methods, market trends and production opportunities. 4. The municipality must facilitate liaison/matchmaking with research institutions (e.g. Agriculture Research Council) that can assist investors with product development, operational issues and cultivars research. 5. Link this sector with the special infrastructure provision programme for the investment priority areas. This will facilitate and coordinate the immediate delivery of bulk services and infrastructure on the request of investors. 6. Provide labour training programmes for new entrants into the agriculture sector, with specific aims on SMMEs. 7. Provide assistance with marketing and distribution of the local products. 8. Provide free or reduced water and electricity for a period of 5 years to emerging and upcoming farmers 9. Provide government subsidised transportation of local workers 10. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
MINING/ SMME	<ol style="list-style-type: none"> 1. Reduced costs on rates and taxes when mine agree to part take in the delivering of social infrastructure to its workers and their families 2. Provide government subsidised transportation of local workers 3. Provide labour training programmes for new entrants into the industrial sector, with specific aims on SMMEs. 4. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources
TOURISM	<ol style="list-style-type: none"> 1. Implement the Tourism Development Strategy. This strategy will ensure that existing facilities are optimally utilised, that new developments are attracted and directed, and that bulk services are linked to the needs in this sector. As part of this process, an EIA should be compiled and implemented. 2. Develop a fast track mechanism through which municipal land and buildings can be transferred, leased or provided to investors. 3. Develop "Guest House and related activities" development policy through which the needs of the private sector can be accommodated efficiently. This policy/strategy will serve the purpose of providing guidelines and criteria through which guest houses and related activities will be promoted. 4. Lobby for a fast-tracked approach to tourism-related investment approval processes. This entails the streamlined approval of tourism activities by the responsible authority

INCENTIVE PACKAGES	
SECTOR	PROPOSED INCENTIVES
	5. Identify land and buildings for a potential community projects (refer identified projects, Cultural village) 6. Provide training programmes for new entrants into the tourism sector, with specific aims on SMMEs. 7. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources 8. Free membership to Madibeng Tourism Association, together with monthly information and training session on tourism matters
TRADE/SMME	1. Identify suitable land/sites in high priority investment areas within the borders of Madibeng, which can be used for trade/SMME activities. These sites can be bought at market value or obtained through the transfer/leasing of the property. This must include an inventory of municipal land and buildings that can be made available to entrepreneurs/investors with immediate delivery. 2. Revise/remove constraining by-laws that will improve the investment climate for SMME's and the informal sector. 3. Provide facilities/infrastructure/services to accommodate "formalised" informal markets and periodic markets for local and regional farmers and craftsmen. 4. Conduct a "CDB Revitalisation Study" that will focus on the creation of an investor friendly environment in terms of service provision, infrastructure upgrading, parking and landscaping and special development zones. 5. Provide training programmes for new entrants into the trade sector, with specific aims on SMMEs. 6. Provide a SMME one stop service centre at the offices of the Local Municipality, managed and funded by internal sources 7. Provide government subsidised transportation of local workers 8. Provide assistance with marketing and distribution of the local products

b) Municipal Service Charges

Regarding the current services provided by Madibeng Local Municipality, the following are proposed:

- ✓ Refund of building plan fees, which are approved
- ✓ It is proposed that a special cost structure is developed to accommodate potential investors in the designated areas and sectors
- ✓ Implement "Tax Increment Financing Areas" (TIFA) in the areas that are identified as high priority investment areas
- ✓ Revise the "Credit Control Policy" that will enable settlement discount on service fees
- ✓ The following discounts on engineering services within the specified industrial and business areas are proposed (applied as soon as the new investment becomes operational):

REDUCED TARIFFS ON NEW INVESTMENTS (Based on current tariffs)			
ENGINEERING SERVICE	0-25 JOBS CREATED	26-100 JOBS CREATED	100+ JOBS CREATED
Property Tax	Less 2%	Less 5%	Less 10%
Water (Connection Fee)	Free	Free	Free
Water (Tariff)	Less 2%	Less 5%	Less 10%
Water (Deposit)	Less 15%	Less 20%	Less 25%
Electricity (Basic)	Less 25%	Less 25%	Less 25%
Electricity (Tariff)	Less 15%	Less 20%	Less 25%
Sewerage	Less 2%	Less 5%	Less 10%
Refuse (Hire & Removal)	Less 2%	Less 5%	Less 10%

c) Infrastructure Provision

In terms of infrastructure incentives, the following are proposed:

- ✓ Implement Code of Service Excellence to ensure the provision of high quality infrastructure on a timely bases
- ✓ Develop a funding/financing mechanism for infrastructure provision, i.e. tax increment financing, a municipal bond system, Public Private Sector Partnerships, opportunities, user fee charges, etc
- ✓ Facilitate effective infrastructure delivery, monitoring and prioritisation
- ✓ Establish a special infrastructure budget to fast-track provision
- ✓ Provide serviced sites at reduced costs
- ✓ Provide free or reduced maintenance of industrial infrastructure and environment

d) Approval Process

- ✓ Establish a proper administrative procedure that will cut through unnecessary red-taping and duplication. Regulatory reform and Approval Process Goal: Shorter Approval Time.
- ✓ "Fine-tune" evaluation criteria for investors

- ✓ Establish an inventory of potential investors, development opportunities and national incentives
- ✓ Integrate current approval procedures and the proposed actions highlighted in the DFA.
- ✓ Establish an inventory of existing consultants, service providers, contractors, etc.

Marketing

The investment incentive packages and various investment opportunities that are present in the Madibeng area need to be marketed and exposed to all people residing and operating in and around the area, to tourists, and the business and investment communities on a local and international level.

Focused Marketing Strategy

It is of paramount strategic importance that the Madibeng area and all its opportunities be marketed through a Focused Marketing Strategy. The main elements of this marketing strategy should be:

- ✓ **A plan to market Madibeng as an entity with its own identity and character.** This means that Madibeng should be known to everyone as the area of development opportunity in the wider region.
- ✓ **A focused plan to market the specific opportunities offered in Madibeng.** The sectors/aspects, on which the focus should be concentrated, are:
 - Manufacturing and Warehousing
 - Tourism
 - Trade
 - Agriculture (agro-processing)
 - Mining

Vital Issues

Project importance: The marketing strategy will promote all development projects, local activities, opportunities, etc. to a broad community in a positive and constructive manner.

Problems faced: Some of the problems that may be experienced by the implementation of this project, include:

- ✓ The availability of specific information on new projects, development successes and planning proposals, and conflicting interest
- ✓ The marketing method and approach that will be followed
- ✓ The timing of marketing actions

Constraints and opportunities: Proper marketing and publicity are ongoing processes and expensive. The availability of funds can be regarded as the main constraining factor.

Linkages

The marketing strategy is linked with all the elements of the development process of Madibeng. In this sense, it forms part of an ongoing facilitation process and should establish a network of inward and outward linkages. The inward linkages are amongst others:

- ✓ The development departments, local and provincial government.
- ✓ Each and every project and development initiative within Madibeng
- ✓ A monitoring process, which monitors various elements, growth and investment according to established economic development parameters.

Furthermore, this project should establish outward linkages with the following:

- ✓ Agencies who administrate the national government funding programmes
- ✓ Development agencies
- ✓ National/international investors
- ✓ National/international businesses (products and services)

Development Impact

Although the direct impact of this project is difficult to estimate, it is realistic to assume that if certain preconditions can be met, the impact of focused marketing of Madibeng can be substantial. Some of the preconditions are:

- ✓ Initial investment in visible projects by the local public sector
- ✓ The development of a proper marketing strategy
- ✓ An ongoing interface between development projects and the marketing process

Facilitation / Implementation Plan

The implementation of the project should be facilitated by the local municipality. The key steps in the implementation of the Focused Marketing Strategy are:

- ✓ Introduce the relevant public sector institutions, private sector, community and labour organisations to Madibeng and underline the need to market the development of the region.
- ✓ Formulate a framework for a Focused Marketing Strategy
- ✓ Promote and market Madibeng on an ongoing basis.

Communication Process

The communication process consists of three distinct albeit related aspects:

Community Launch at a general community function to be held with the following presentation:

- ✓ Video of the Madibeng projects and the concepts (to introduce community up-liftment)
- ✓ Leaflets
- ✓ Speakers (including Provincial Government; community representation, union leaders, representatives of big business)
- ✓ Questions and Answers
- ✓ Launch of a privately sponsored community business initiative (e.g. small business of the year award).

Focused Marketing

- ✓ Focused matchmaking, i.e. bringing together identified investment opportunities with potential entrepreneurs.
- ✓ Initiate the formation of joint ventures, especially Public Private Partnerships.

Focused Media Programme

- ✓ To generate publicity around the corridor programme that will peak simultaneously with the launch programme
- ✓ Issues to be focused on will be identified through foregoing process.
- ✓ Media Training Programme for spokespeople involved in the process

Other issues such as the design, layout and production of marketing related items should also be planned by the unit. These aspects may include:

- | | |
|-----------------------------------|---------------------------------------|
| ✓ Advertisements | ✓ Presentations |
| ✓ Newsletters | ✓ Exhibitions |
| ✓ Brochures, pamphlets, booklets. | ✓ Business meetings |
| ✓ Electronic Advertisements | ✓ Workshops, seminars and conferences |

Ongoing Process

The marketing strategy would involve continued support with respect to:

- ✓ An ongoing media programme - to maintain a pro-active approach to communicating with the media
- ✓ The launch and management of a quarterly investor newsletter that will report on progress, as well as promote major investment opportunities - hardcopy and website
- ✓ Conduct regular community meetings to discuss progress.

Institutional Arrangements

It is critically important that a dedicated unit is created to implement the various projects proposed in this report.

Funding Mechanisms

A range of institutions has been identified which could possibly be utilised as potential funding sources. Each of the institutions mentioned is categorised according to the type of economic support for which they could provide funding for. The list of potential national funders is illustrated in the table below:

LIST OF POTENTIAL NATIONAL FUNDERS		
TYPE OF SUPPORT	POTENTIAL FUNDERS	COMMENTS
Skills development & support	Department of Labour	Skills support programmes (SSP)
Community Economic Development	National Productivity Institute Department of Labour	Social Plan programme
	Local Government	Consolidated Municipal Infrastructure Programme (CMIP)
	Department of Water Affairs	Working for water programme
	National Government (all depart.'s)	Poverty relief programmes
	Independent Development Trust	Development of the local capacity of the communities and business ventures.
SMME development and support	Department of Trade and Industry	Incentive packages for SM and micro enterprise development Khula provides loans and guarantees to re-duce risk and collateral deficiencies in the SME sector. Small and Medium Enterprise Dev. Programme
	Ntsika	Support and funding
SMME development and support	Department of Provincial and Local Government	Social Plan Fund
	ARTPAC	Financial capacity support for small contractors & artisans
	Business Partners	Providing support services to small businesses
	NAMAC	Small Enterprise Development Fund, Business Referral & Information Network & Franchise Advice & Info Network
	Industrial Development Corp.	Financial incentives to encourage exports
Technological support	Department of Arts, Culture, Science and Technology	GODISA, which strives to create economic growth & long term employment opportunities through the enhancement of technological innovation, improvement of productivity, sustainability and international competitiveness of SMMEs
	Department of Trade & Industry	The Support Programme of Industrial Innovation
	Department of Communications	Bridging the Digital Divide programme
	Small Business Project	Private Sector Initiative
Tourism Promotion	Department of Environmental Affairs and Tourism	Tourism related activity benefit.
	Airport Company South Africa	Extension of the existing runway
	DTI	Tourism Development Finance for the development & expansion of the tourism industry
	Business Partners	Providing support services to SMEs
Manufacturing Development	National Research Foundation	Funding Programme
	NAMAC	Coordinates, facilitates, monitors & evaluates the activities of Manufacturing Advisory Centres
	Coega Development Corp.	Job creation community based projects.
	Council for Scientific and Industrial Research	Conducts research, development and implementation activities
	DTI	Sector Partnership Fund, Support Program for Industrial Innovation Competitiveness Fund, Technology & Human Resources for Industry Program, Competition Policy. Procurement Reform Finance for textile, clothing, leather & footwear industries.
	IDC	Low interest Loans
	Development Bank South Africa	Donor funding
Agricultural Development	Agricultural Research Council	Research
	DTI	Agro Industry Development Fund for the development & expansion of the agricultural food & marine sectors.
	DPLG	LED fund for job creation
Local Economic Dev. promotion	Khula Enterprises	Equity Fund, Emerging Entrepreneur Fund
Investment Promotion	Department of Provincial and Local Government	Consolidated Municipal Infrastructure Programme

POTENTIAL INTERNATIONAL FUNDERS	
Multilateral Investment Guarantee Agency	European Investment Bank
International Finance Corporation	Africa Development Bank
Africa Project Development Facility	World Bank
British Investment in South Africa	Commonwealth Africa Investment Ltd
Danish/South African Business-To-Business Program	Hands-On Training Scheme
UK Department of International Development	Southern Africa Enterprise Development Fund
GTZ	Foreign Investors including Anglo Gold, Investec, etc
Donor agencies: <ul style="list-style-type: none"> • USAID • United Nations • EU • DANIDA • DFID 	

It is advisable to seek detailed information on their application criteria and financial limits, etc. A list of provincial and local sources aiming specifically at any activity or project of economic development is provided below:

- ✓ *Provincial Government*
- ✓ *Invest North West*
- ✓ *Provincial SMME Desk*
- ✓ *North West Development Cooperation*

Recommendations

Based on the formulation of the strategy with the numerous potential products and projects, the following is recommended to achieve optimal sustainable local economic development, employment creation, increase in living conditions and standards, and human resource development:

- ✓ Kick-start development through the implementation of the most crucial and/or smaller most important projects.
- ✓ Focus on the sectors with the highest development potential, followed by those with less potential
- ✓ Ensure balanced stimulation of growth and development within all sectors, do not focus solely on one sector
- ✓ Make sure that adequate funding sources and management options are in place before commencing with the implementation of specific projects
- ✓ Begin the implementation of the strategy through implementing projects with the highest potential for stimulating economic growth and development
- ✓ Pay special attention to the projects stimulating economic growth and ensure there are no adverse affects on the environment or human living conditions in the area
- ✓ Set reasonable time frames for implementation and ensure effective and continuous monitoring of project progress and effects

Preliminary Actions

MADIBENG ECONOMIC STRATEGY PRELIMINARY ACTIONS	
ACTION	RESPONSIBLE PARTY(IES)
Establish a sustainable economic development, implementation and monitoring body within the local municipality (Economic Generator Body)	Departments of Economic Development, Tourism and Job creation within Madibeng in association with the Chamber of Business, Industrialists Association, Chamber of Mines, and all other representative bodies of the various economic sectors
Identify projects to be implemented	Departments within Madibeng together with the EGB
Prioritise projects	Departments within Madibeng together with the EGB
Obtain funding for the implementation of the projects	Economic Generator Body (EGB)
Launch public participation workshops to ensure maximum participation in and awareness of strategy and its benefits	Departments within Madibeng together with the EGB
Recruit needed experts to help with implementation, i.e. Consultants	Departments within Madibeng together with the EGB
Prepare work programmes	Departments within Madibeng together with the EGB

Disaster Management Plan

Introduction

A Consortium between WATEES PTY (Ltd) and Henk van Elst Disaster Management Consultant was established to assist Madibeng Municipality in the compilation of a Disaster Management Plan. Because of financial constraints and time limitation, it was decided only to start with the first phase with the following objectives;

- Execution of a hazard assessment to identify possible disaster hazards for Madibeng Local Municipality.
- Execution of a qualitative vulnerability assessment to identify possible disasters for Madibeng Local Municipality.
- Execution of risk assessment for most likely disasters.
- Identify communities at risk.
- Identify all potential role players, their roles and responsibilities that may have to be called upon should any of the potential disasters occur.
- Develop a disaster contingency plan for Madibeng Local Municipality.
- Develop a disaster management plan and policy framework for Madibeng Local Municipality.

The main aim of the Executive Summary is to summarise the main findings of the Consortium. For any further details on specific topics discussed in the Executive Summary, please refer to the main report. A comprehensive index for a Disaster Management Plan was also compiled by the Consortium. This index only serves as a guideline and can still be developed further.

The Consortium reported on the following aspects and a brief summary of each aspect will be discussed next.

Aspects of the White Paper (policy document) on disaster management that impact on the implementation of the function.

The White Paper is the policy document of the Government on Disaster Management, which aims to:

- “Provide an enabling environment for disaster management.
- Promote pro-active disaster management through risk reduction programmes.
- Improve South Africa’s ability to manage emergencies or disasters and their consequences in a co-ordinate, efficient and effective manner.
- Promote integrated and co-ordinated disaster management through partnerships between different stakeholders and through co-operative relations between all spheres of government
- **Ensure that adequate financial arrangements are in place.**
- Promote disaster management training and community awareness”.

The seven key policy proposals to achieve the above mentioned aims are:

- The urgent integration of risk reduction strategies into development initiatives.
- The development of a strategy to reduce the vulnerability of South Africans – especially poor and disadvantaged communities – to disasters.
- The establishment of a National Disaster Management Centre.
- The introduction of a new proposed disaster management funding structure.
- The introduction and implementation of a new Disaster Management Act which:
 - Brings about a uniformed approach to disaster management
 - Seeks to eliminate the confusion created by current legislation regarding declarations of disasters
 - Addresses legislative shortcomings by implementing key policy objectives outlined in this White Paper
- The establishment of a framework to enable communities to be informed, alert and self-reliant and capable of supporting and co-operating with government in disaster prevention and mitigation.
- The establishment of a framework for co-ordinating and strengthening the current fragmented training and community awareness initiatives.

The White Paper emphasises that it is important to reduce the probability and severity of disasters occurring through **developmental action and planning**. The new Disaster Management Legislation also emphasise the following activities to be executed by the Disaster Management Centre:

- Preparing of strategies, policies and plans
- Assessing vulnerability
- Co-ordination and support during disaster and emergency situations
- Non-emergency situations
- Conducting of Audits
- Training and Community awareness
- Proposals on funding of disaster management

For budgeting purposes, a budget item called “disaster management” must be provided for to cater for amongst other things:

- “The staff and involvement of other resources to assess disaster risks.
- The development of risk reduction strategies.
- Ability to respond to disasters.”
- Incentives to promote prevention, mitigation or long term risk reduction measures proposed in the White Paper

Mission, Objectives and Policy Statement.

The proposed mission for the Disaster Management division of Madibeng Municipality is:

“To reduce the risk of hazards affecting, Madibeng, its people and economic infrastructure, through effective all inclusive disaster management planning.”

Policy Framework

The following Disaster Management Policy is proposed for Madibeng Municipality and will have to be adhered to:

- That all Municipal services participation in Disaster Management issues on the following basis:
 - Identify their primary roles in terms of the various phases of the Disaster Management Continuum. The continuum comprises the following phases :
 - ❖ Response / Relief
 - ❖ Recovery
 - ❖ Development
 - ❖ Mitigation
 - ❖ Prevention
 - ❖ Preparedness and awareness
 - Identify their secondary roles (where they could support other services, with the latter's primary role(s), should this be of critical importance).
 - Identify potential (outside) resources that they will require, to in particular, execute their function with regard to the response and recovery / restoration phases of the Disaster Management Continuum.
 - Compilation of basic plans, checklists, aide memoirs on their disaster management roles and functions.
 - Identify shortcomings and address same in conjunction with the Disaster Management Centre for Madibeng.
- That those departments / services involved in development projects will, in all instances, ensure that adequate risk and hazard assessments are undertaken for such projects.
- That all departments / services will notify the Disaster Management Centre whenever a development project is being planned.
- Results of studies undertaken by any service or department on vulnerability assessment, hazard and risk analysis shall be made available to the Madibeng Disaster Management Centre.
- The Disaster Management Centre will have the following tasks;
 - Will assist, when requested, to help facilitate or co-ordinate any of the projects or aspects mentioned in Paragraph (a) to (c) above, or any other identified projects, that impact on disaster management.
 - Shall report regularly on progress with all policy matters, to the Municipal Manager.
 - Shall on a continuous basis, evaluate all its programmes, and projects.
 - Will where necessary, propose changes to legislation through the Local Municipal Council, to the District Council.
 - Will maintain a centralised resource data bank on all line function services and on essential external resources.
 - Establish and maintain a facility and structure for a Disaster Management Centre, that will comply with relevant legislative requirements.
 - will plan for and implement, in accordance with community identified needs and with community participation, disaster management plans and programmes.

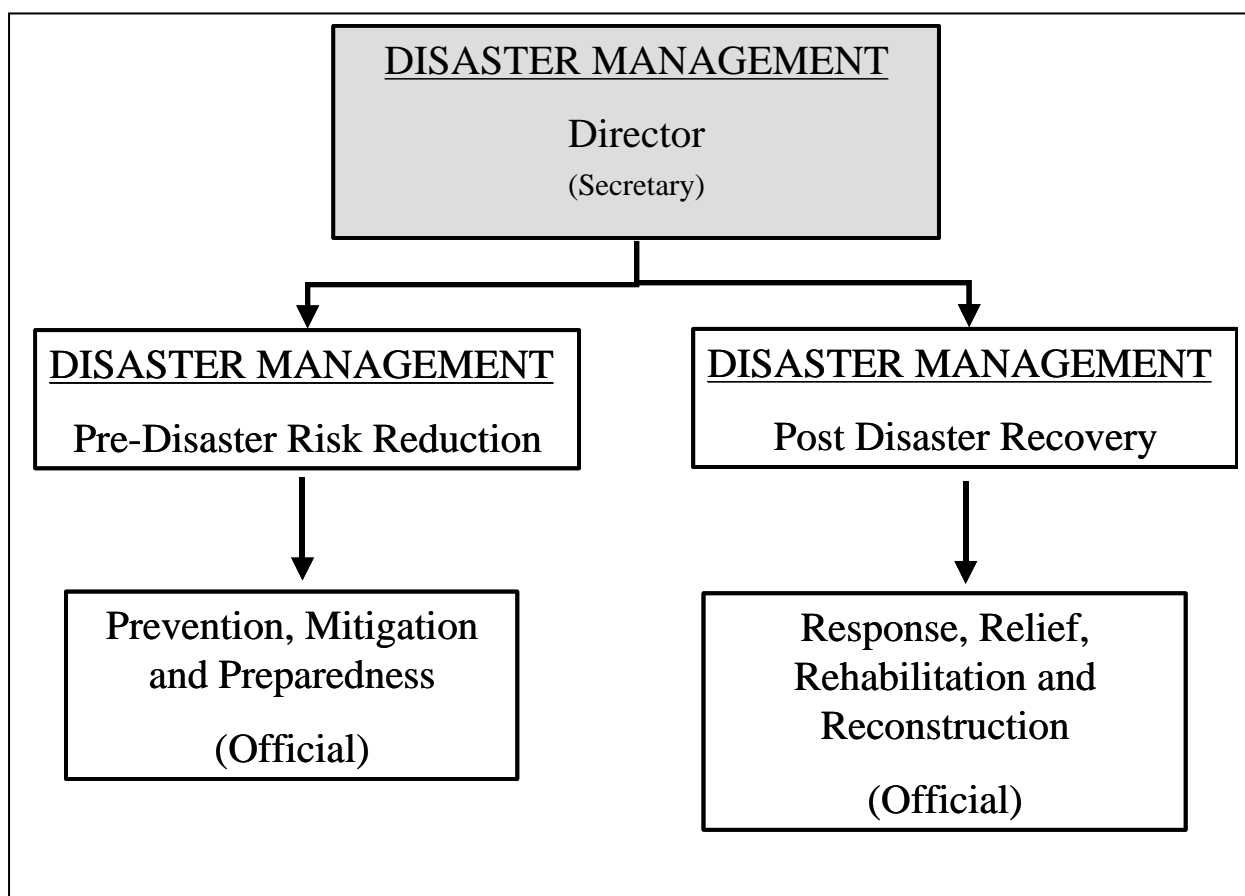
- will develop, maintain and co-ordinate identified training programmes, that will enhance and sustain the implementation of disaster management.
 - shall provide an advisory service to commerce and industry, educational institutions, homes for the aged, hospitals, medical facilities and the like on request, and facilitate the necessary input from other services where this is required.
 - shall facilitate theoretical and practical exercises with Municipal services, key local National / Provincial Departments and community structures.
 - shall maintain close liaison with NGO's and other agencies, that could and would play a disaster management role.
 - shall, through research, local liaison and networking, ensure that they remain abreast of trends and developments that could impact on disaster management planning.
 - will at agreed upon intervals, submit reports on its activities and returns, as required to the District Council and Provincial Authority.
 - will establish and maintain a viable volunteer structure, in conjunction with identified services / departments, as primary role players and in accordance with determined needs.
 - will maintain adequate records of plans and planning pertaining to special events held or to be held, to ensure compliance with the relevant section in the Act covering special events.
 - will establish a disaster management forum for the Madibeng Local Municipal Area, on which all identified role players will be entitled to serve and which will hold meetings at least twice per annum or more frequently if required.
- The Local Council of Madibeng may enter into agreements or contracts with any Local Authority or organisation with regard to mutual aid or assistance regarding disaster management.
 - The extent of humanitarian aid in circumstances that are not declared a local disaster will be decided on by the Municipal Manager.
 - The extent of humanitarian aid and action necessary for the restoration of essential services, in circumstances resulting in a local disaster being declared or a provincial or national disaster in terms of relevant legislation, will be decided upon by the Municipal Manager in terms of his delegated authority. The Municipal Manager at his earliest opportunity, shall report to the Mayoral Committee, within 24 hours of a declared disaster.
 - The Disaster Management Centre will annually scrutinise the Disaster Management Policy Framework Document for Madibeng, to ensure that it remains updated and relevant and submit a report to Council in this regard.
 - A separate budget item called "Disaster Management" will be created and maintained within the estimates for Madibeng Local Municipality and be the responsibility of the Disaster Management Centre for its day to day management.

The Establishment and Role of the Disaster Management Centre for Madibeng

Apart from the role of the Disaster Management Centre of Madibeng Municipality the Consortium also identified;

- Office accommodation for the Centre,
- Minimum equipment needed for the Centre to function,
- Placing of the Centre
- Staffing of the Centre

The following diagram is a proposed Disaster Management Structure for Madibeng Municipality.



Next, was to identify the role of the Centre in Madibeng Municipality and can be summarised as;

- To maintained essential records and data.
- To monitor, measure performance and evaluating disaster management plans and all prevention, mitigation and response initiatives.
- When a disaster has occurred or is threatening to occur in municipal areas to immediately;
 - Initiate efforts to assess the magnitude and severity of the disaster.
 - Inform the National Centre and the relevant Provincial Disaster Management Centre of the disaster and its initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.
 - Alert disaster management role-players in the municipal area that may be of assistance in the circumstances; and
 - initiate the implementation of any contingency plans and emergency procedures that may be applicable in the circumstances.
 - Annual Reports
 - The disaster management centre of a municipality must submit a report annually to the municipality council on:
 - Its activities during the year.
 - The results of the centre's monitoring of prevention and mitigation initiatives.
 - Disasters that occurred during the year in the area of the municipality.
 - The classification, magnitude and severity of these disasters.
 - The effects they had.
 - Particular problems that were experienced.
 - The way in which these problems were addressed and any recommendations the centre wishes to make in this regard.

- Progress with the preparation and regular updating (in terms of section 52 and 53 of the Act) of disaster management plans and strategies by municipal organs of state involved in disaster management in the municipal area; and
- an evaluation of the implementation of such plans.

Essential Information on Development Projects

Each development project envisaged must be referred to the Disaster Management Centre. The following aspects pertaining to such a project must be answered to the satisfaction of the Disaster Management Centre:

- Results of the impact study.
- Could this project cause existing hazards (upstream / downstream) to increase (e.g. increased water flow into an existing stream, thus potentially increasing the possibility of flooding)?
- Is the proposed project outside of existing safety limits (e.g. 50 year flood line / safety zone of an existing producer of potential dangerous substances)?

Essential Information on Mitigation, Prevention and Awareness and Preparedness Projects

For each identified hazard and the subsequent vulnerability assessment findings, projects must be identified that if implemented would prevent the disaster from occurring.

- For each project, the following basic information should be obtained and kept, which will assist for future reports as well as possible future usage of the same project in other areas of Madibeng :
 - What the project entails.
 - For whom it is intended.
 - Duration.
 - Does it include possible handouts, if so a copy.

Hazard, Vulnerability and Risk Assessments

The following potential hazards were identified, which may and/or could cause a potential threat to communities in Madibeng¹

- **Natural and Human made Hazards**
 - Floods
 - Hail
 - Fire
 - Deforestation
 - Desertification
 - Drought
 - Tornados and Cyclones
- **Chemical Hazards caused by mines;**
 - Hemic Ferrochrome
 - Krokodilrivier
 - African Chrome
 - Eastern Platinum
 - Vametco minerals
 - Rhombus Vanadium
- **Chemical Hazards caused by Industries;**
 - Sonop Riool
 - Novartes Chemicals
 - Brits Leathers
 - Ortos Chemicals
 - Color & Resins

¹ In the case of crime and illegal immigrants it is only listed to identify high hazardous and problem areas which may cause a threat to community, rather to list it as a day to day event.

- **Biological Hazards**
 - Intrusive Plants: Sekelbos, Lontana, Swarthaak, Water Hiasinth, Nagblom, Bugweed, Poplar, Bloekom, Sering
 - Dangerous Plants: Gifblaar, Amoronthus, Sering, Kasterolie, Gansies/Kapokbos
- **Diseases (that could lead to disasters if left unattended)**
 - Animal diseases: foot and mouth disease (feeding lot)
 - Human diseases: e.g. HIV/AIDS, T.B.
- **Other (potential hazards that could reach disaster proportions)**
 - Road accidents
 - Aircraft accidents
 - Train accidents
 - Crime (only those of high risk which could reach disaster proportions)
 - Water quality and availability in Madibeng
 - Public Unrest
 - Insufficient sewerage systems (35 sewer pump stations, which are problematic during floods).
 - Poverty
 - Illegal Immigrants (see detailed discussions)

For discussion purposes, the communities at risk will also be identified for each potential hazardous event in Madibeng Municipality. The following most important findings can be summarised as follows

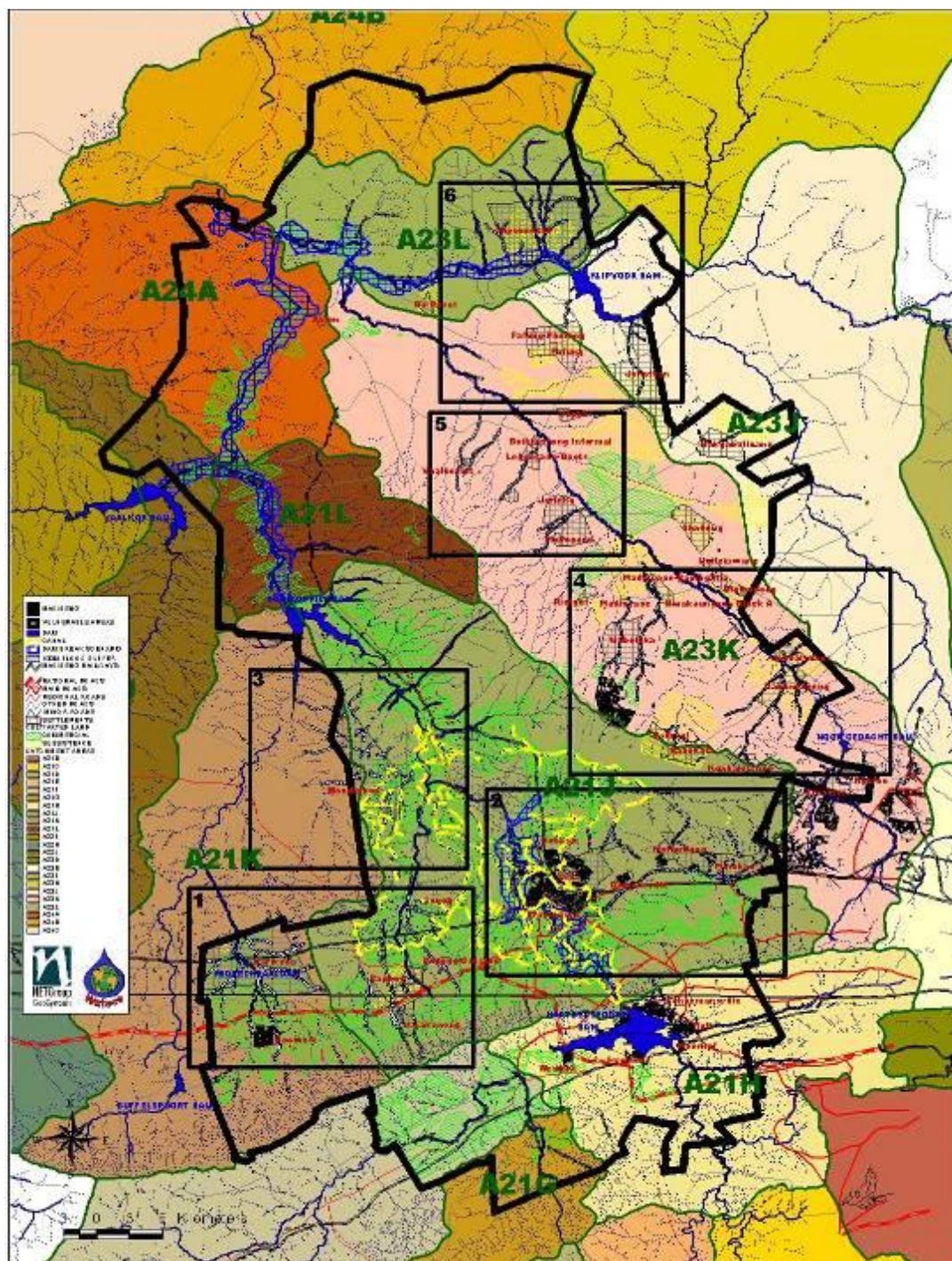
- **Tornados**

The Consortium acknowledges the fact that Tornados do occur in Madibeng Municipality and that the Disaster Management Manager has to plan for such an event. It is therefore recommended that appropriate SOPs, contingency plans and aid memoirs be developed and formulated by the Disaster Management Centre of Madibeng.

- **Floods**

A significant amount of major and minor river courses flows through the Madibeng Municipality area, which affects several communities and infrastructure. Three dams have been classified as high risk dams (according to the Department of Water Affairs and Forestry), namely the Hartbeespoort-, Klipvoor and Rooikoppies Dam.

- Marikana and Mooinooi
 - Sonop
 - Bapong and Majakaneng
 - Brits, Primindia and Oukasie (These three communities are threaten by the Krokodil River with the Hartbeespoort Dam upstream. They are the first priority to plan for, mainly because it would be effected by the Hartbeespoort Dam, dam break scenario.
 - Damonsville, Mothutlung and Mmakau
 - Wonderkop Mine
 - Erasmus and Hebron
- These two villages are effected by the Nooitgedacht Dam (outside the boundary of Madibeng)
- Kgabalatsane, Jakkalsdans and Makanyaneng
 - Oskraal and Rabokaje
 - Maboloka
 - Madinyane-Ramogatla Dipompong, Moiletswane Jericho and Mabopne
 - Fafung-Phefong, Jonathan and Klipvoorstad and Makgabatloane

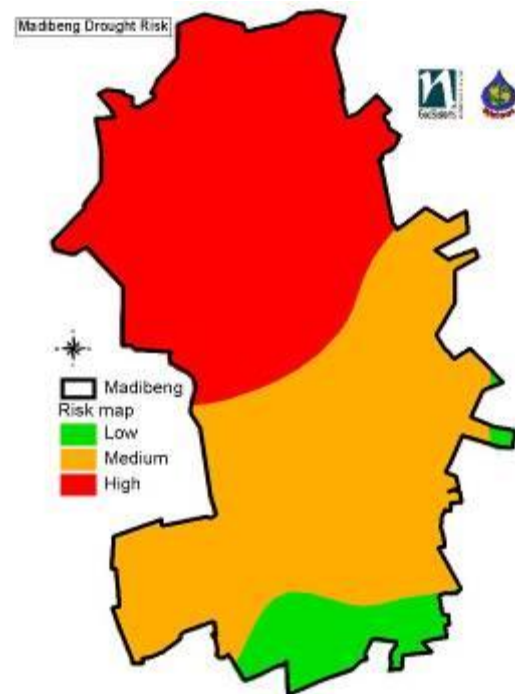


- **Drought**

Agriculture is one of the most important primary sources of income as well as the main source of subsistence for many households. Due to the unpredictability and variability of climate, many potential negative effects can influence production

It is of utmost importance to update information such as rainfall, temperature, land use, infrastructure (availability of roads, processing units, markets, etc), number of livestock, etc. The current situation is an

important input into future outlooks, forecasts and projections to ensure more accurate assessments of future scenarios. For example, accurate crop estimates is only possible if the soil water status is known. The dominant effect of rainfall shows that areas with below average rainfall which although have above average soil depth are most susceptible to drought incidence. These areas comprising mainly the northern part of the district fall under the high-risk area. On the other hand, the southern part with above average rainfall but with low soil depth is classified as low drought risk area (see Map 2).



Map 2: Drought risk map for Madibeng District based on rainfall and soil depth

The figure shows that nearly 40 per cent of the district has a high risk for drought on the basis of the soil depth and the rainfall. Another 40 percent falls under medium risk while less than 20 per cent is classified as having low risk for drought.

From Map 2 it is clear that communities from the centre of Madibeng towards the north are more vulnerable to drought, when compare communities from the centre to the south in Madibeng Municipality.

The following possible projects can be recommended to improve drought management in Madibeng

- **Rainfall measuring network**

Identify farmers or other co-workers to measure rainfall regularly and to gather it at a central point that could form part of the national network.

- **Other climate data**

The addition of at least two automatic weather stations in the area could benefit irrigation scheduling to optimise water use but also to serve for crop estimates.

- **Risk analysis**

Risk can only be determined per farming entity. A project to identify suitable crops for the area in terms of production as well as marketing risk is very important.

- **Regular support information**

Regular updates of information like crop estimates, best planting dates, rainfall outlooks, frost dates, flood warnings, drought warnings, etc.

- **Land use and infrastructure**

It is important to identify geographically land use patterns for decision making and planning. Processing units like mills, abattoirs as well as other infrastructure resources is important in planning.

- **Soil identification**

A better and more detailed soil survey is necessary to identify suitable areas for production. Soil depth and clay content are the important characteristics.

- **Irrigation scheduling**

A project to educate and introduce irrigation scheduling in order to optimize water use and production.

- **Input costs**

Important to get an idea of input costs per farming enterprise.

- **Effect of climate change**

It is important to identify if climate change already is taking place and the effect on production and risk.

- Veld Fires

The following procedures were followed to generate a veld fire hazard map for Madibeng Municipality.

Categories of different land cover (fuel loads) and the topography in Madibeng.

Land Cover (Fuel)	Category	Slope	Risk
Built up- industrial Built up-residential Mines and quarries Built up commercial	1	Steep Medium Flat	M M L
Grass Natural Grassland <i>Subsistence farming</i>	2	Steep Medium Flat	H H M
Bare rock and eroded land Degraded land	3	Steep Medium Flat	M L L
Plantations Indigenous forest Thicket Bush land Woodland	4	Steep Medium Flat	H M L

Four different categories were identified, after which the slope (steep, medium and flat) determine if the area is classified as a low, medium and high risk. Map 3 is an example of a fire hazard map for Madibeng Municipality for the driest months in a year.

When communities are overlaid with these fire hazardous events, communities at risk can be identified, namely;

<ul style="list-style-type: none"> • Oukasie • Mothotlung • Brits • Sonop • Mmakau • Schoemansville • Bapong 	<ul style="list-style-type: none"> • Majakaneng • Meerhof • Klipvoorstad • Jericho • Jakkalsdans • Ga-Rasai • Shakung 	<ul style="list-style-type: none"> • Makanyaneng • Fafung • Moiletswane • Oskraal • Jonathan • Marikana • Rietgat 	<ul style="list-style-type: none"> • Mothotlung • Makgabatloane • Maboloka • Mmakau • Schoemansville • Oukasie • Mooinooi • Sonop
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Industrial Fires

- The following industries were identified that could, because of either the type of operation or production process, cause a potential threat to society;

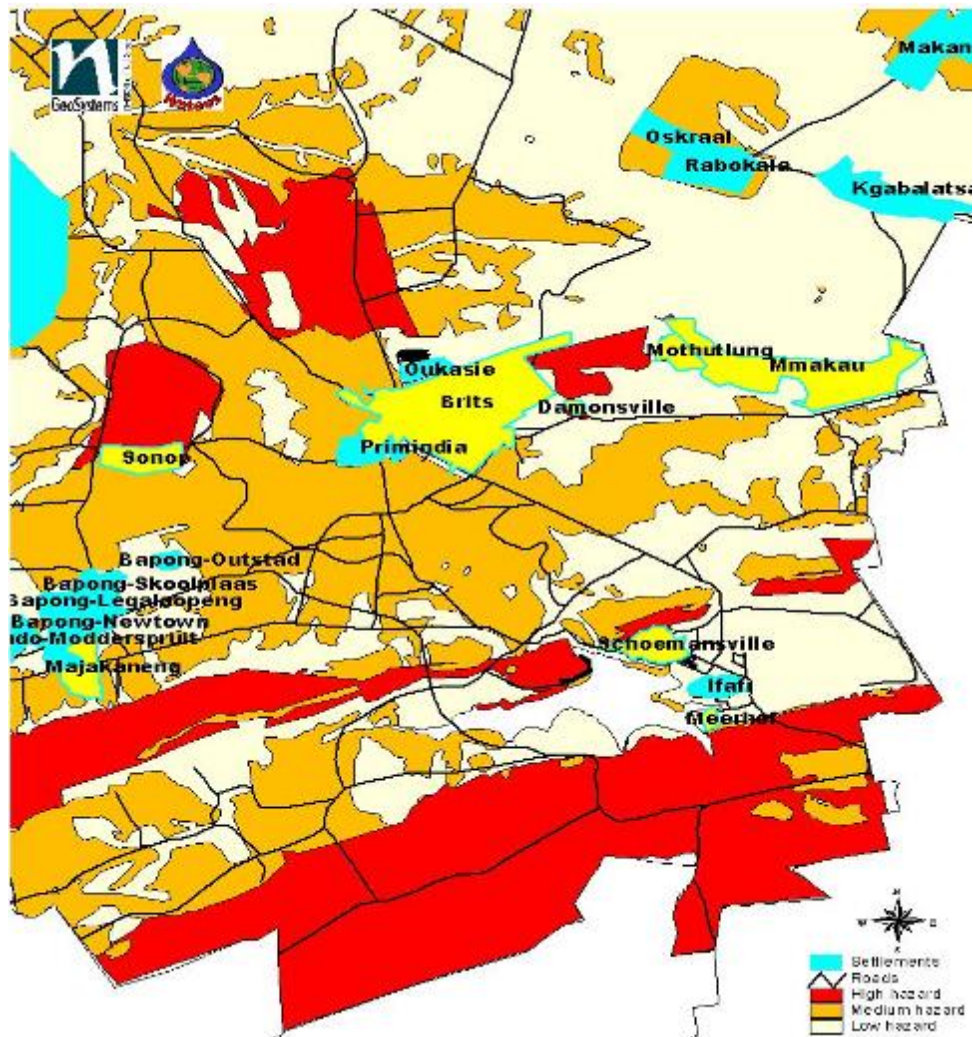
- Syngeta
- A.T.C.
- Auto Cast
- Color X.
- Natural Extraction.
- Lumex

When overlaying above-mentioned industries with other land-uses, the following vulnerable areas are identified (see map for detail location in report);

Filling stations in Madibeng are within hundreds of meters from an old age home, which may be problematic when an explosion occurs at these filling stations.

- Some filling stations are in close proximity to one another and also nearby some medical facilities. These include clinics and/or hospitals, hence leaving disable people vulnerable during a hazardous event.
- The same argument can be made in the case of Syngeta, where A.T.C. and Colour X are within Syngeta's 500 meter fire buffer. It means that these high hazard sites are vulnerable to each other, as a disaster at one site could spread to other potential hazardous sites. The Rabboni School is also situated within the 500m fire buffer of Syngeta.

The NECSA facility in the South of Madibeng is also a highly hazardous location. A 5km buffer (according to CSIR standards) was drawn around NECSA to indicate the possible extent of an explosion and/or other hazardous event at the site.

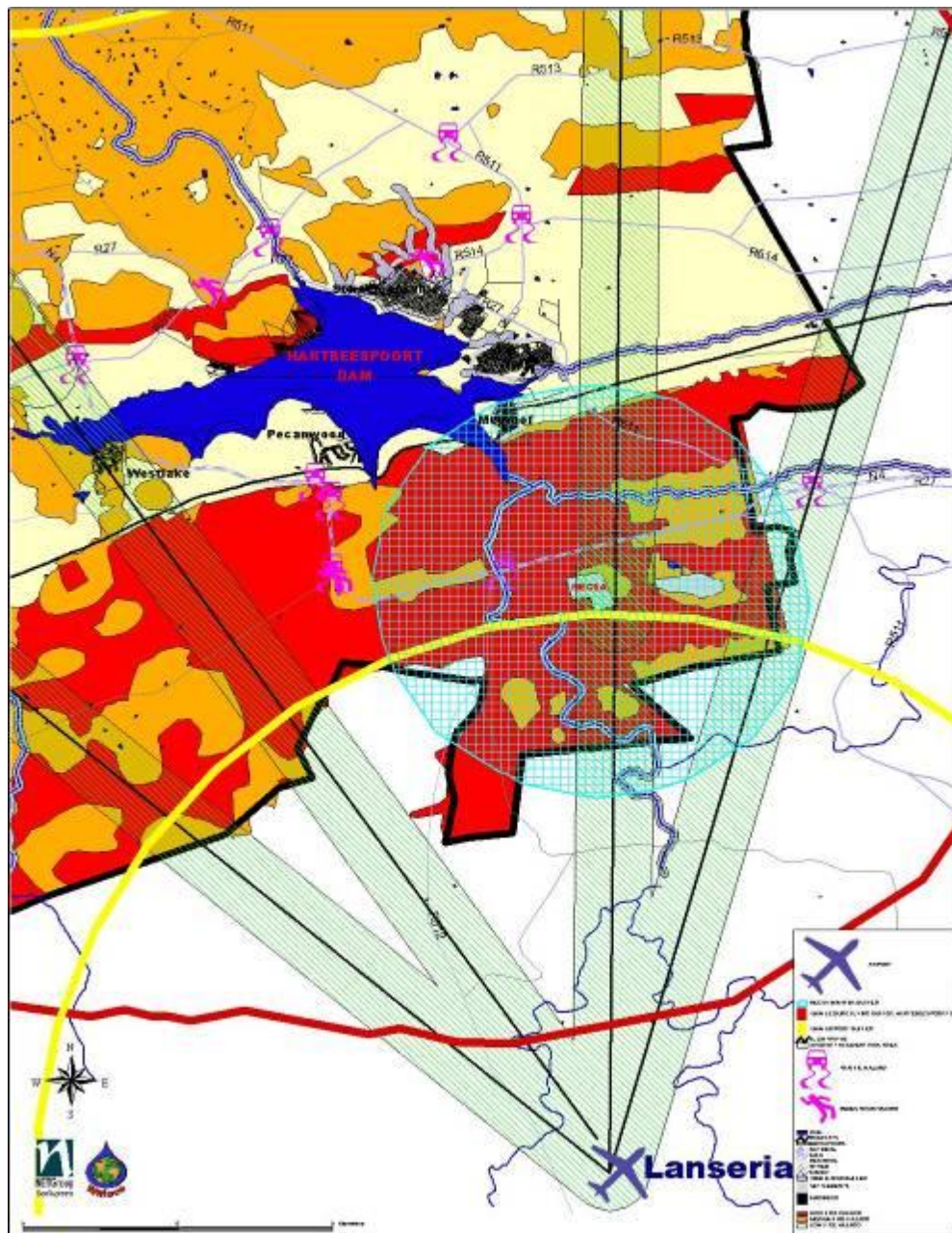


Map 3: The dry months fire hazard and vulnerability map for Madibeng

. Environmental degradation

When an environmental scan is conducted, it results more than just an investigation on the environment itself. It was therefore decided to use the scientific framework to discuss environmental issues, which consist out of:

- The existing environment
- Mining
- Farming
- Industries
- Water
- Socio-economics environment
- Transportation
- Population
- Health



Map 4: NECSA hazard and vulnerability map for Madibeng, 2002

The following summary can be made;

- **Mining**

The Consortium acknowledged the fact that mining activities in Madibeng Municipality contribute significantly to the local economy and job creation. When sustainable development is the main objective, ways have to be found to balance the resources and still stimulates economic growth

The following industries are identified as high to medium risk industries, which may contribute to the degradation of the environment (see detailed discussion in report);

- Buffelsfontein Chrome
- Eastern Platinum
- Elandskraal Chrome
- Hernic Mines
- Krokodilrivier Mines
- Pandora
- PPC
- Rhombus
- Vametco
- Western Platinum

- **Farming**

Mining activities definitely influence the agricultural sector, but on the other hand agriculture may also have a negative influence on the environment if chemical weed control is not controlled. Furthermore, agriculture may also contribute to environmental degradation if livestock farming is not managed effectively

The possibility of introducing new developed water harvesting/conservation technology by the ARC and UFS in rural areas must also be investigated.

- **Water**

In summary, the Consortium concluded that the water situation in Madibeng is reason for concern. Not only is the total water supply insufficient but also the current water available to the community is in most places already contaminated, hence making it not suitable for human consumption. Most rivers in Madibeng serve as receptacle for solid waste from urban activities. Timely intervention to save this important resource and prevent the environment from irreversible damage is crucial and needs timely intervention (see maps in report for more detail discussion).

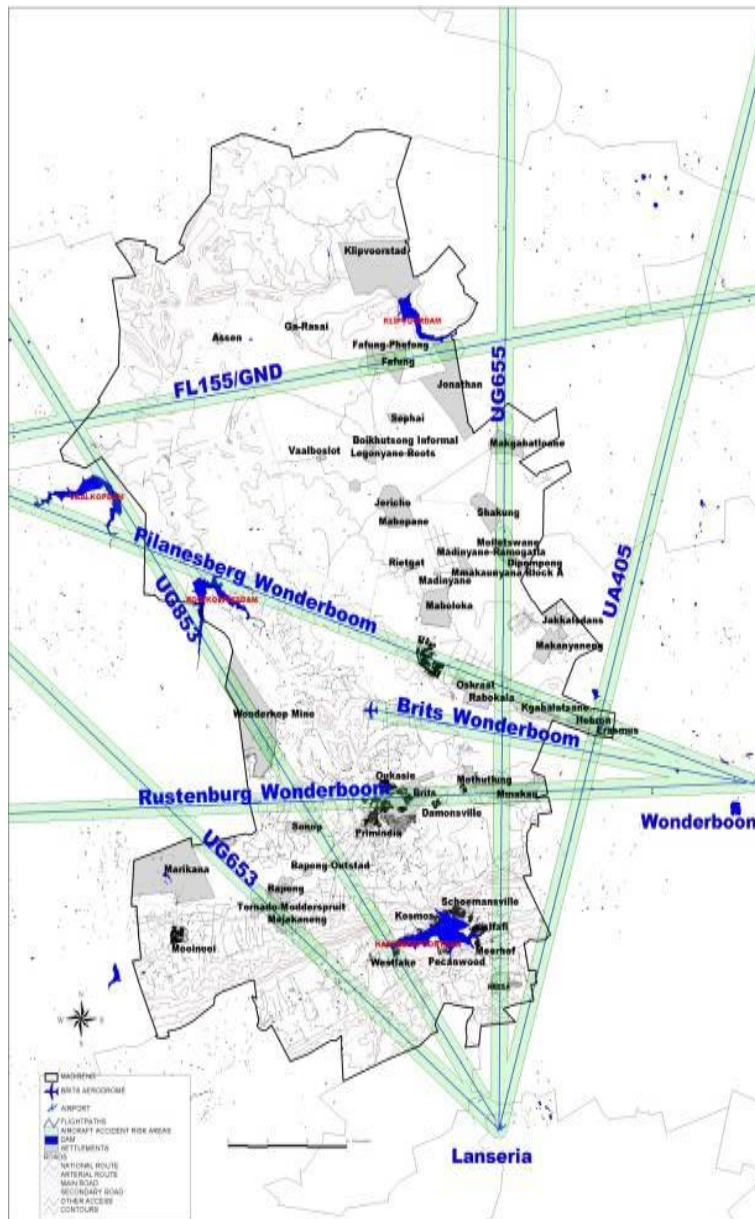
It is recommended that the Water Services Master Plan urgently address the water shortage and water contamination problem in Madibeng. The Consultancy responsible for the Water Services Master Plan also needs to take cognisance of the integration of water demand and supply management principles and not only look at demand management principles. The latter will still lead to serious water shortage problems. The Consortium also emphasises public participation programmes when investigating solutions for rural and informal settlements.

- **Transportation**

The aviation industry also has some significant impact in the area. The Madibeng area serves as the route that most airplanes take as they enter and leave Johannesburg. The noise and fumes from the planes are major externalities on the inhabitants of the area. Depending on the concentration i.e. parts per unit area, the fumes might over a long-term, precipitate some respiratory problems.

In this regard the Consortium compiled an aeronautical hazard and vulnerability map for Madibeng Municipality (Map 5).

Map 5: Aeronautical hazard and vulnerability map of Madibeng



According to Map 5, the following communities can be identified to be at risk;

- Bapong and Majakaneng
- Mmakau
- Wonderkop
- Hebron and Erasmus
- Moletswane and Depompong
- Makgabetloane
- Jonathan
- Fafung

Apart from these communities; one fly path is directed over NECSA. An airplane accident at NECSA can result in a seriously disaster and it is recommended that the Disaster Management Centre consults with the Air Traffic Control Authorities of SAA in this regard (see detailed discussion in the report).

It is also recommended that the Disaster Management Centre developed and compile appropriate SOPs, contingency plans and aid memoirs to response to a possible air accident

Danger of respiratory problem is posed by the road transport industry. In the case of road transport, the road network in the district provides the routes for which trucks and tankers transporting chemicals take to their different destinations. These fumes are potential health hazards for the inhabitants of the area.

- **Population**

Human social and economic activities have tended to increase the incidence and spread of communicable disease such as tuberculosis and more especially the sexually transmitted ones such as HIV/AIDS. An appropriate sanitation and waste management system is currently lacking in most Wards in Madibeng, which lead to problems discussed above. The potential high risks posed by practises of illegal immigrants could contribute further to this problem, and needs serious attention.

- **Health**

The health infrastructure needs to be documented in relation to their number, distribution and sufficiency in catering for the health care delivery of the people.. The wealth status of the people has some correlation to the environment as some diseases are more prevalent in poverty stricken areas than in the wealthy areas or more rampant in rural than in urban areas and vice versa. Water borne diseases such as diarrhea, dysentery, filariasis, typhoid etc are usually linked to poverty and environmental degradation.

Hazard assessment involves the identification and description of the hazard and the properties of the hazard itself. The following health related hazards are important for Madibeng:

- **Air Pollution emanating from:**

- Platinum mines
- Chrome mines
- Industrial processes

- **Sexually Transmitted Infections including:**

- Sexually transmitted diseases
 - Most of the clinics in the Madibeng municipality report that a large proportion of those visiting health facilities are seeking treatment for sexually transmitted diseases.
 - The prevalence of HIV/ AIDS is not clearly known as many sufferers visit health facilities for the treated of various HIV/ AIDS related illness.

- **Trauma related events**

- Motor vehicle accidents
 - Road accidents can lead to loss of life and injuries

- **Industrial accidents**

- The health care system needs to be equipped to deal with industrial accidents of various kinds. In some cases such accidents may be caused by the machinery and equipment in use in the local industries, and at times they may involve hazardous chemicals.

- **Poor Sanitary conditions**

- Lack of sewerage system
 - Some communities within the Madibeng municipal area are under serviced with sanitary facilities such as a properly functioning sewerage system and toilets. Such conditions may lead to the spread of diseases and the attendant demand on the health care system.

- **Lack of clean drinking water/ contaminated water sources**

- A number of communities in the municipality do not have access to clean drinking water and as a result households in these communities rely on open and unsafe sources of water for domestic use.
- Lack of waste disposal and handling services

- **Weather related events**

During the occurrence of natural disaster, such as flood and droughts, amongst others, aspects like a lack of clean water or the contamination of water supplies that may result can lead to emergence and spread of diseases such as diarrhea. During a very dry period, poor rains can adversely affect the ability of households to produce enough food for themselves and their ability to earn an income. Not only does a drought directly under-nutrition and associated problems, it also exposes the weakened population to opportunistic infections.

It is recommended that the Disaster Management Centre compile appropriate SOPs, contingency plans and aid memoirs with line functionaries to effectively response to such events.

The following activities are identified by the Consortium to improve the Health Department in Madibeng; which can ultimately help with planning for Disaster Management in the future;

- Information management. A project in which the different departments that deal with health issues can be helped to develop health quantities of interest so that they can be collected by the system e.g. hospitals and clinics. It's not a suggestion for a new information gathering mechanism, but that the current mechanisms can be helped to collect quantities that are informative and are of interest.
- Population distribution and the distribution of health facilities suggest that many wards are not serviced, or residents have to travel far to access a service.
- Improvements in the way disease information is handled, for example, in the case of HIV/AIDS to allow for better planning to combat the scourge of the disease

Primary and Secondary Roles of Identified Service Providers/Ngo's.

The following departments primary and secondary roles were identified (see details in report);

- Health
- Emergency Services
- Economic Development
- Tourism
- Sanitation: Solid Waste Management
- Sanitation: Waste Water Management
- Disaster Management
- Housing, Planning and Infrastructure Services
- Rural Development, Land, Agriculture and Environment
- Water and Electricity
- Parks and Sports Maintenance
- Development of Arts, Culture, Sports and Recreation and organising of events
- Community Safety, Transport and Traffic
- Finance and Tender

Key Contact Lists

A key contact list format is also submitted for;

- Identified role players within the Madibeng area.
- Role players outside of the Madibeng area.

For more details see the final report.

Copies of Checklists for general aspects that may have to be implemented due to the consequences of an event.

In this section the suitable location and establishment of the following centres were identified;

- Emergency housing centre.
- An emergency feeding centre.
- A forward command post.
- A casualty clearing station.
- Request for disaster relief aid.
- Disaster damage assessment and impact.
- A holding area for relief teams, equipment and vehicles.
- Trauma/ stress handling of relief workers.
- Trauma/stress handling of those affected by the disaster.
- Assembly point for evacuees.

Checklists and key information for specific occurring disasters or Emergencies.

It is further necessary to compile checklists and key information in the event of the following disasters and/or emergencies;

- Flood.
- Tornado.
- Major rural fire.
- Major urban fire.

- Release of poisonous gasses.
- Aircraft disaster.
- Rail disaster.
- Dam failure.
- Drought.
- Epidemics. (one for each; e.g. cholera, typhoid, HIV/Aids)
- Major disruption in power supply.
- Major disruption in water supply.
- Major disruption in solid waste removal.
- Major disruption in waste water services.

Several of the above have been completed, as examples and the disaster management centre should in conjunction with the relevant role players, complete the exercise, to ensure that standard operating procedures in a user friendly format, will be available, at all times.

Resource information

In this section, the key components and other requirements for record purposes was compiled for Madibeng Municipality. Resource supplies should be logically grouped in accordance with Madibeng's most suitable format. Each line function department must compile its own resource information, after having determined all possible (additional) requirements on the re-active and pro-active side of disaster management implementation, as it pertains to their identified functions. An index of categories and sub-categories of resources available is also compiled for Madibeng and can be used as a guideline.

Updated Summary of Volunteer Contingent

Lastly, a Performa to summarise a volunteer contingent has also been compiled and can be used as a guideline.

Conclusion

The information gathered and documentation submitted, has placed Madibeng in the forefront with the compilation and implementation of disaster management plans as required by the new Disaster Management Legislations. Information gathered from some other municipal entities is that they are envious of the proactive and dynamic outlook displayed by Madibeng. The completed contract, will undoubtedly allow the Disaster Management Centre, to meaningfully accept and implement the challenges that lay ahead. The reader will have concluded from the index for the all inclusive disaster management plan, that it will ultimately include key background information, to speed up the process of daily activities and ensure that all impacting legislation and projects are centrally available, for anyone to refer to.

Recommendations

The proposed and comprehensive index for a disaster management plan (Appendix A) consist of various aspects that the Disaster Management Centre still has to address in order to fully implement a comprehensive disaster management plan for Madibeng according to the new Disaster Management Legislations.

The Consortium already committed themselves to Madibeng Municipality to assist the Disaster Management Centre in further developing and implementing of the total proposed disaster management plan. In this light, the following additional activities are proposed for Phase II and if necessary a Phase III (depending on the needs of Madibeng Municipality):

- Negotiating and finalizing of mutual aid agreements.

It would be more costly and result in avoidable duplication, if all the different authorities, decided to "go it alone" either as a result of a disaster, or on proactive measures being implemented. It cannot be realistically expected that every municipal entity must have the manpower, equipment and expertise to address all possible issues pertaining to disaster management. Sharing and using others expertise and the like, depending on circumstances, would in most if not all cases result in greater efficiency and a more cost effective operation, with less possible frustration and other negative issues.

It is therefore recommended that formal mutual aid agreements be developed, compiled and concluded between the different role players and institutions.

- Public awareness and preparedness programmes.

Notwithstanding the fact that the Ward Councillors have contribute in the development and compiling of the Disaster Management Plan of Madibeng, it is also recommended that formal public awareness and preparedness programmes be developed and implemented. For such an event, special skills will also be necessary. A WATEES Consortium member, Dr Godfrey Kundhlande specialised in the execution of

Participatory Rural Appraisal (PRAs), which is essential in participatory matters for public awareness and preparedness programmes.

In order to minimise duplication, it is recommended that the WATEES Consortium take the initiative in the co-ordination of proposed public awareness and preparedness programmes in the Madibeng Municipal area, which could include the developing of user-friendly handouts for communities to make them aware of all identified hazards. If sufficient funds are allocated for this event, specific handouts can also be designed to prepare and train communities in prevention and mitigation strategies, e.g. hygiene to prevent the spreading of communicable disease such as tuberculosis and sexually transmitted diseases such as HIV/AIDS and also sanitation related disease, such as cholera or typhoid epidemic because of the pollution of the surface water.

Communities have to be informed and be made aware of potential hazards and disaster, which can affect them. Appropriate public and awareness programmes are therefore a necessity and is also required by the new Disaster Management Legislation.

- **Possible solutions as a result of the existing vulnerability and risk assessments.**
The Disaster Management Centre of Madibeng Municipality has to be prepared if any hazard and/or disaster occurs in future. To empower the Centre to react to the identified hazards, it is necessary that appropriate SOPs, contingency plans and aid memoirs been developed and implemented for all possible scenarios. According to the new Disaster Management Legislation, the Disaster Management Centre has to develop en implement prevention and mitigation strategies.
- **Disaster Management Decision Support Tool**
It is recommended that an appropriate, user-friendly and cost-effective DMDST for Madibeng Disaster Management Centre be developed. It is highly recommended that an Integrated Munic system for Disaster Management be compiled. The Integrated Munic system entails a user-friendly decision support tool for municipalities, which enables users in different departments to do their daily activities by using Internet facilities. Such a decision support tool caters for a centralised GIS-database and can be implemented cost effectively.
- **Early warning systems.**
Details on what should be considered and why, for each identified community at risk, could be investigated and submitted for implementation.
- **Media liaison plan.**
The complete media liaison plan can be compiled including having this networked with those involved before acceptance.

The consortium would like to be of further assistance, with what can be seen as a critical to ensure a dynamic implementation program, that will help to address the causal factors of disasters and to ensure that disaster management will be able to play a major role in ensuring that sustainable development can and will succeed. The expertise of the consortium could also help to create a role model status for Madibeng for all other municipalities, in implementing the disaster management challenges. This particularly applies, as the function **will** become a compulsory task of local government.

Madibeng HIV/AIDS Policy/Strategy

Introduction

Madibeng Local Municipality continues to be engaged in the process of growth and development while striving to ensure that all its inhabitants receives excellent services. The Municipality, like most other areas in the North West, South Africa, is not immune to the effects of HIV and AIDS on its inhabitants.

The Municipality, being concerned about the HIV and AIDS pandemic, found it necessary to engage on a policy and strategy development process for HIV and AIDS in order to ensure that the disease and its effects are properly planned for, and well managed.

This document seeks to provide a Municipality HIV and AIDS Management approach relevant to the Madibeng Local Municipality, to provide an integrated and coordinated approach with services relating to HIV and AIDS. The document also serves as a guideline to influence budgeting towards dealing with the pandemic.

Furthermore, the document sets out the strategic plan that will guide activities that seeks to mitigate the impact of HIV an AIDS and its effects on the people of Madibeng Local Municipality. It highlights the results of the HIV and AIDS investigation conducted within the municipality and lays a platform to deal with the challenges, and critical focal areas that requires special attention. It further indicates the activities that should be undertaken in a prioritized manner, that are key elements in the set programs for focal areas.

The strategy considers limitations and forms extensions to other legislative papers. The strategy was developed in consideration to the Madibeng Local Municipality IDP review 2006/07 with the emphasis on the findings of the preliminary investigation conducted by regarding the state of the pandemic within the municipality.

The Foundation of the Policy, Strategy on HIV and AIDS for the Municipality

The Municipality Vision

“To develop and upgrade the services to a standard of excellence through a combined “united” effort by all stakeholders and thereby the municipality becomes a leader in its own right”.

The Madibeng Local Municipality Vision forms the basis for the development and implementation of the HIV and AIDS Strategy for the Municipality.

Outcome: The expected outcome of the HIV and AIDS Management strategy is the implementation of a comprehensive, efficient, effective, quality HIV and AIDS management programme.

Values and Principles for the HIV and AIDS Management Strategy

Values

The values and ethos for HIV and AIDS Management Strategy are derived from the Batho Pele principles as set out in the White Paper for the Transformation of the Public Service.

The following values and ethos have been identified for the Madibeng Local Municipality HIV and AIDS Management Strategy:

The people we serve come first in performing our duties

We will ensure equity and freedom from discrimination and harassment in the communities and in the services provided by our Municipality

We will work in partnership with the people we serve and with other stakeholders

We will use the resources entrusted to us, to deliver on the Municipalities' priorities in the most efficient, effective and innovative ways

We will be transparent and accountable for our decisions, actions and performance

We will share our knowledge and expertise with other stakeholders and the broader communities and learn from them

In performing our duties, we will uphold the Constitution of the Republic of South Africa, the laws governing the public service and the Code of Conduct for the Public Service

Principles

There are important elements that are regarded as key principles for a good developmental approach relevant to the South African context. These are:

Participation: People should be fully engaged in their own process of learning, growth and change, starting from where they are and moving at their own pace.

Self Reliance: People should be connected to each other in ways that make them more effective in their collective efforts and more self-reliant, including development of leadership, decision-making, planning etc.

Empowerment: Power relations should be shifted towards people achieving greater control and influence over decisions and resources that impact on the quality of their lives through increasingly inter-dependent relationships.

Universal Access: HIV and AIDS related services will be available to all vulnerable groups. No individual or group is denied access either because of lack of resources or lack of knowledge of how to access services.

Equity: Disbursement resources based on need, priorities and historical imbalances.

Transparency: Access to information, openness of administrative and management procedures.

Accountability: Compliance with all legislative, policy and financial regulations.

Accessibility: Accessibility in terms of physical, geographical conditions, time, language and need.

Efficiency and Effectiveness: Achievement of objectives in a most cost effective manner.

Partnership: A collective responsibility of municipality, civil society and other stakeholders.

These **principles underpin the delivery of HIV and AIDS related services in the Municipality and should be observed and complied with**

The Madibeng Local Municipality HIV and AIDS Policy

Preamble

The Municipality:

- Acknowledges the seriousness of the HIV and AIDS epidemic;
- Seeks to minimize the social, economic and developmental consequences to the Municipality and its people; and
- Commits itself to providing resources and leadership to implement an HIV, AIDS and STD programme.

Principles

The Municipality affirms that:

- People living with HIV and AIDS have the same rights and obligations as all people;
- People living with HIV and AIDS shall be protected against discrimination;
- People infected and affected by HIV and AIDS shall be cared for, and HIV positive people within the prescribes stipulation of Department of Health, shall have access to treatment;
- HIV status shall not constitute a reason to preclude any person from access to services ;
- Confidentiality regarding the HIV status of any individual shall be maintained at all times.

HIV and AIDS intervention programme Co-ordination and implementation

Municipality Shall:

- Communicate the policy and strategy to all people;
- Implement, monitor and evaluate the Municipality's HIV and AIDS Programme;
- Advise the community regarding programme implementation and progress;
- Liaise with local AIDS service organisations and other resources in the community; and
- Review the strategy every three years.

Management of infected people Programme components:

The HIV and AIDS programme of the **Municipality shall** provide all people access to:

- Information, education and communication activities, including media materials and peer education;
- Prevention methods (male, **female** condoms and PMTCT, etc.); Health services for the appropriate management of STDs;
- Treatment of opportunistic infections for infected people, along with testing and counseling services;
- Treatment for people living with HIV and AIDS below the stipulated viral load in collaboration with the Department of Health at accredited ARV centres
- Personal protective equipment for people who may potentially be exposed to blood or blood products; and
- Care and support for both infected and affected people, including orphans.
- Committed leadership involvement and support at 'grassroots' level

Planning

The Municipality shall conduct regular impact analyses in order to understand the evolving epidemic and how it will impact on the future of the Municipality, its structure, operations and functions.

Budget

The Municipality shall allocate an adequate budget to implement every aspect of the HIV and AIDS Management Strategy.

Interactions with civil society

The Municipality shall endeavour to utilize all opportunities in which it interacts with civil society to contribute to the mission and objectives of the National HIV, AIDS and STD Programme, and its own HIV and AIDS Management Strategy

Interactions with government

The Municipality shall serve on the Inter-Municipality Committee and the National/Provincial/ Regional AIDS Council to ensure a uniform and concerted response by Government to the epidemic.

The given policy will serve as a basis for the determination of appropriate norms and standards for dealing with the pandemic.

Background to the HIV/AIDS Strategy

Madibeng Local Municipality, though being involved in the fight against HIV and AIDS, did not have a comprehensive policy and strategy in place to be able to have a sense of coordinated direction with clear objectives guided by the state of the epidemic in the municipality.

With the increasing rate of infections and deaths related to HIV and AIDS, especially in Sub Saharan Africa, and as Part of the objectives of the Millennium Development Goals, Madibeng as a Local Municipality is bound by the adopted Declaration to Develop a response by municipal leaders to HIV and AIDS. (AMICAALL- African Mayors Initiative for Community Action on AIDS at the Local Level.

The declaration recognizes municipalities and councilors are closest to people and the expectations bulleted were seen as the role of local government, mayors and councilors. SALGA's role was to provide support to implementation of AMICAALL resolutions in South Africa.

Each municipality, in line with the National Aids Council, is expected to:

- Bring together key stakeholders in civil society and local government
- Ensure that there is a coherent HIV strategy in place for the area
- Provide cohesive structure to help coordinate the delivery of services to those most affected
- Avoid duplication
- Mobilise volunteers to provide care.

Against this backdrop, Madibeng Local Municipality engaged in the process of developing a strategy for intervention.

Strategy Development Process

The process comprised of the following elements:

- Investigation on the pandemic within the Municipality making use of readily available information obtained from the following institutions (District Health Information Office, the Social Services Information Office, and Brits ARV Clinic at Brits Hospital). This information was verified to ensure correctness with the relevant stakeholders.
- Consultative workshop with stakeholders which consisted of the following stakeholders: The Municipality(Councilors),Business, Local AIDS Council, Department of Community Safety , Social and Health Services, School Representatives, Sports, Cultural and recreation organizations, Religious Leaders and Traditional Health Practitioners, Community Based Organisations, Local Welfare Organisations and NGO's.

Findings of our Investigation of the Pandemic within the Municipality

A general investigations of the pandemic within the Municipality was carried out, this investigation was conducted using data from the 1 hospital, 22 clinics and 5 mobile clinics within the Madibeng Local Municipality. The following are high-level findings of our investigation:

- Teenage pregnancy very high (**1021 cases in top 10 Highest rated areas**)
- VCT rates are low at Fafung, Moiletswane, Refentse, Madidi and Sonop
- High infection and death rate on the youth (18-35) in all wards
- More females infected and are dying as compared to men
- Backlog in ART disbursement at all clinics due to the fact that there is only one accredited ARV site
- Men are reluctant to test

Using: Number of Tests, number of HIV positive cases, teenage pregnancy rates, positive males, positive females and number of new infections.

The following Areas were rated as the Highest Rated Areas (ranked in logical order)

Letlhabile, Ikhutseng, Bapong, Maboloka, Hoekfontein, Hebron, Broederstroom, Jericho, Oukasie and Oukasie Maternity Clinic

The Above Given were based on the Statistics that follows:

Grouping of Areas are as Follows:

Areas 1	Areas 2	Areas 3	Areas 4	Mobiles
Bapong	Mothutlong	Letlhabile	Fafung	Haartebees
Majakaneng	Damonsville	Hebron	Moiletswane	Letlhabile
Madibeng	Broederstroom	Rabokala	Refentse	Bapong
Segwelane	Haartebees	Kgabalatsane	Madidi	Mothutlong
Sonop	Hoekfontein	Maboloka	Ikhutseng	Jericho
	Oukasie		Jericho	
	Maternity-Oukasie			

Conclusions Drawn

- Infection and death rate is higher on females than men
- Possible reasons:**
- Issue of Anatomy (easier for women to contract the virus)
 - Men not testing at a higher rate
 - Gender related issues (men more dominant, due to financial authority)
2. AIDS related deaths highest in the 18 -36 age group, which is more sexually active.
 3. More cases of teenage pregnancies with 1021 cases in the top 10 highest rates.
 4. Number of HIV + has almost doubled in the past financial year(05/06), as compared to the previous years(03/04 &04/05), home based care clients are increasing- is it because of stigma?
 5. Only 1 accredited site on roll out ART, that results in backlog, more people on waiting list.
 6. Areas with Sports and recreational facilities except for Letlhabile and Oukasie, records low infection and death rates. Maybe that's the reason for high rates with YOUTH (18 to 36).

Consultative Workshop with Stakeholders

A consultative workshop was held with stakeholders where the observations of the pandemic investigations were presented, and the strategy was formulated around the comments, suggestions and needs as highlighted by the participants.

Focus Areas of Intervention

The following focus Areas were identified for HIV and AIDS intervention programmes

1. Prevention
2. De-stigmatization and openness
3. Treatment and Care
4. Care and Support for orphans
5. Voluntary Counselling and Testing

Target Groups

Different target groups were identified with regards to the focus areas which were related to issues that are relevant to particular places. They are:

- Women
- Youth
- Orphans and Vulnerable Children
- People living with HIV and AIDS
- Men

Madibeng Agriculture Strategic Development Plan

PURPOSE

The purpose of this Model is to provide a framework for support to agricultural co-operatives to ensure that they become viable enterprises capable of creating jobs and contribute to the mainstream economy.

OBJECTIVES OF THE MODEL

The objective of the Model is to achieve the following:

- The formation of farmer organizations such as Self Help Groups and co-operatives along commodity lines
- Mobilize all commodity groups established into a secondary agricultural co-operative (structure) at a municipal level
- The secondary structure to act as a one stop shop
- Promote savings among members
- Establishment of financial services organization of members
- Coordinate government programmes such as Mafisa, Casp etc.
- Facilitate access to Markets and Agro-processing opportunities.
- Facilitate training and capacity for members

EXECUTIVE SUMMARY

Recommendations made in the strategy with regard to the management of natural resources:

- Rotational grazing
- Livestock stocking rates must be equivalent to the carrying capacities of the grazing lands.
- Rotational cropping considering slopes to control erosion.
- Promote use of land lying fallow through agrarian reforms.
- Promote small scale irrigation and other rain water harvesting methods.
- Capacity and skills transfer with regard to resource management.
- Limit mining activities near or close to the farming areas to prevent pollution.
- Link all strategies with the IDP strategy.

Apart from the abovementioned recommendations, the Agriculture and Nature Conservation Unit further suggested the following strategies for 2010/11:

- Extensive land care awareness campaigns for the farming community.
- Sale of irrigation water rights.
- Strengthening inter-governmental, and inter-Departmental relations with regard to the enforcement of Conservation and Environmental Acts. Currently law enforcement to implement the Conservation of Agricultural Resources lies in the hands of the Provincial Department of Agriculture, Conservation, and Rural Development. (e.g. transfer or relocation of game permits; livestock movement needs Veterinary permits etc.) Water usage licences and bore hole drilling permits are obtained from the National Department of Water and Environmental Affairs. The Local Municipality does not have the entire impact on the management of natural resources, but can assist in influencing decisions
- Active participation in the Hartebeespoort Metsi- a –me Dam Remediation project

Spatial Development Framework

CHAPTER 1: INTRODUCTION

PURPOSE OF SPATIAL DEVELOPMENT FRAMEWORK

Improving the way in which activities are located in a particular area and the way in which various activities interrelate with others will ultimately improve the efficient functioning of the municipal area and its ability to contribute to economic growth, social well-being and environmental sustainability.

CHAPTER 4: DEVELOPMENT OBJECTIVES AND GAP ANALYSIS

1. Development Objectives

The following table sets out the six (6) development objectives of the Madibeng Spatial Development Framework, as well as an explanation of each of the objectives and what it means for Madibeng specifically.

These development objectives are based on national and local development directives. In particular the National Spatial Development Perspective, the Municipal Vision, the Municipal Wide Priority Needs, the Municipal Key Priority Areas and the current situation in Madibeng.

Essentially these development objectives are about

1. improving the quality of lives of people

2. improving the sustainability and efficiency of the municipality

2. Gap Analysis

Development Objective	Gap
1. Ensure that the population of Madibeng has access to social and economic opportunities	Not all communities have access to social facilities and economic opportunities. Some communities are far removed from the main development areas and have to travel far to access services. This results in high public transportation cost for the poorer people living in these areas. Most of the communities which have the least access to economic opportunities and social services are located in the north-eastern part of Madibeng, while the highest concentration of services, facilities and opportunities are found in the southern part of the municipality.
2. Ensure the creation of sustainable human settlements	The emphasis currently is on the provision of housing from a quantitative point of view, and this has resulted in the establishment of conventional low cost townships which are essentially only housing areas as opposed to sustainable human settlements. These townships are far removed from the main centres in Madibeng and are devoid of the full range of services, facilities and qualities that make up a sustainable human settlement.
3. Enable the cost efficient provision of engineering services	Madibeng covers a huge area which is characterised by scattered, disjointed settlements. This makes the provision of engineering services difficult and costly. In addition, many new leap-frog developments are approved that do not support the gradual extension of the engineering services networks. Currently, the lack of sufficient engineering services in the Madibeng area is of grave concern for all stakeholders who were consulted.
4. Identify movement networks and linkages in and around Madibeng.	The southern part of Madibeng is fairly well served by road infrastructure, although the capacity of many of these roads has become a problem over recent years. The northern parts of Madibeng are however less well served by movement infrastructure. Many of the roads in Madibeng do not have a direct relationship with strategic development areas and therefore do not contribute to the integration of the area. Public transport networks, other than informal systems, are virtually non-existent in Madibeng
5. Identify areas for economic development in the municipal area	Economic development is currently primarily resource based, as in the case of mining, agriculture and tourism. Some secondary sector developments in the form of the Primindia industrial area have been established, but other than this there are no real identified economic development areas.
6. Protect the environmental assets of the municipal area	Madibeng is rich in natural assets, which include the mountain ranges, rivers, dams, wetlands, drainage lines and riparian zones. Many of these natural assets are under serious threat from development. This includes residential development that infringes on natural areas, agricultural development that competes for the highest agricultural potential land with local fauna and flora and mining activities which destroy large tracts of land and hills from both an ecological as well as visual perspective. Although the natural environment is always an important component in the formulation of any development proposals for an area, it is of particular importance in Madibeng because of the rich natural heritage. It is for this reason that it is one of the issues that are most raised by all stakeholders.

CHAPTER 5: SPATIAL DEVELOPMENT STRATEGIES AND SPATIAL DEVELOPMENT CONCEPT

Having determined what the objectives for spatial development in Madibeng are, and what the gaps are that exist between the objectives and the current situation, the following phase in the formulation of the spatial development framework is to identify those development strategies which are essential to overcome those gaps and achieve the objectives. These strategies will then be translated into a spatial development concept. The spatial development concept provides strategic guidance for the spatial restructuring of the municipal area and for the more detailed land use zones set out in the following chapter.

1. Development Strategies

Development Strategy	Actions
1. Direct development to areas that contribute to a more efficient urban functionality in terms of the provision of services, transportation, the protection of the natural environment and linkages with other major areas of development. Do not promote or support developments that are out of context with the desired development directions.	<ul style="list-style-type: none"> Channel development into a system of nodes and corridors, in accordance with the principles of the National Spatial Development Perspective. Identify land for housing projects in close proximity to major centres, and with linkages to those centres Development must be localised in specific strategic areas where there can be a focused effort on the provision of engineering services Consolidate existing areas rather than creating new development areas.
2. Move away from the current pattern of housing delivery towards an approach of integrated, inclusive and sustainable settlement creation	<ul style="list-style-type: none"> Employ the principles of Breaking New Ground in all new settlements as well as in the upgrading and renewal of existing settlements.
3. Provide service infrastructure in accordance with spatial requirements	<ul style="list-style-type: none"> Identify the strategic areas of opportunity that should be the focus areas for capital investment in services infrastructure, in terms of the National Spatial Development Perspective
4. Develop a movement network that supports the spatial development focus areas	<ul style="list-style-type: none"> Create a strategic network of movement linkages in Madibeng, and between Madibeng and other major regional centres. Ensure land use and transportation integration
5. Promote economic development areas that contain the right characteristics to support sustainable economic development and which contribute to the overall spatial efficiency and sustainability	<ul style="list-style-type: none"> Protect the areas with resources that contribute to the local economy Identify suitable areas for secondary and, if viable, tertiary sector economic development

Development Strategy	Actions
6. Protect the natural environment	<ul style="list-style-type: none"> Identify and isolate the valuable natural assets, and exclude these from development proposals. Ensure that a continuous ecological and open space system is created in Madibeng. The protection of the natural environment should be prioritised by the Madibeng Local Municipality.

2. Sustainability Agenda

As stated before, the two main overarching development objectives of the spatial development framework are to –

- Improve the quality of lives of people; and
- Improve the sustainability and efficiency of the municipal area

The sustainability agenda is vital for both the efficiency of the municipal area as well as the quality of people's lives. Sustainability not only refers to the protection of the environment, but to the way in which a number of elements in the urban environment contribute to consumption and expenditure patterns in the municipal area, which impacts on the municipality's ability to deliver services into the future.

The aim is to make the municipal area work better, so that investment can be made in a cost effective manner and savings can ultimately be directed to upgrading impoverished and marginalised areas.

The qualities of a sustainable municipal area are typically the following:

More Sustainable	Less Sustainable
Compact forms of residential development.	Low-density, spread-out residential development.
Mixed land use.	Segregation of land uses.
Employment based primarily on education and skills.	Employment based on environment polluting or non-renewable resource based industry.
Movement on foot and by bicycle and public transport.	Heavy dependence on private cars.
Wind and solar energy.	Thermal and nuclear energy.
Tertiary treatment of sewage; use of natural means of sewage treatment.	Discharge of sewage into water bodies or water-courses untreated or with low level of treatment.
Protection and use of natural hydrologic systems.	Hard surfaces preventing infiltration; channelling natural water-courses.
Natural open space; protection of wetlands, woodlands, stream valleys, habitat, use of manure, compost, integrated pest management, etc.	Destruction of natural landscape; "manicured" parkland with exotic species; heavy use of chemical fertilizers, herbicides, pesticides.
Reduction of waste; recovery, re-use and recycling of waste.	Landfills, incinerators.

Source: Nigel Richardson: Ontario Round Table on Environment and Economy.

3. Spatial Development Concept

The spatial development concept sets out a conceptual spatial structure for Madibeng, based on a consolidation of the various development strategies into the following three broad overarching development strategies:

- Consolidate development into strategic focus areas for the development of sustainable human settlements, the provision of social and community services, economic development and infrastructure provision.
- Ensure high quality linkages between the various strategic focus areas in Madibeng and between major centres outside Madibeng.
- Preserve and enhance the high quality natural and agricultural resources in Madibeng.

The strategic development areas look at –

- Focused development in areas with inherent development potential, and
- Consolidation of existing scattered settlements.

Development focus areas must be functionally linked to each other and to main centres in the region through an efficient movement system. Consolidation areas must in turn be linked to the development focus areas to ensure access to service provided in the development focus areas.

The elements of the spatial development concept are therefore –

- Natural form giving elements;
- Strategic Development Areas, and
- Linkages

The form giving elements to a large extent dictate certain development patterns in the area and include -:

- The natural open space system;
- The Merensky Reef;
- The high potential agricultural land, and
- The Cradle of Humankind.

These areas indicate those parts of Madibeng that either should remain free of development or require a specific response due to the presence of a specific natural resource.

Another important form giving element, albeit not natural, is the development restriction zone around the Pelindaba complex.

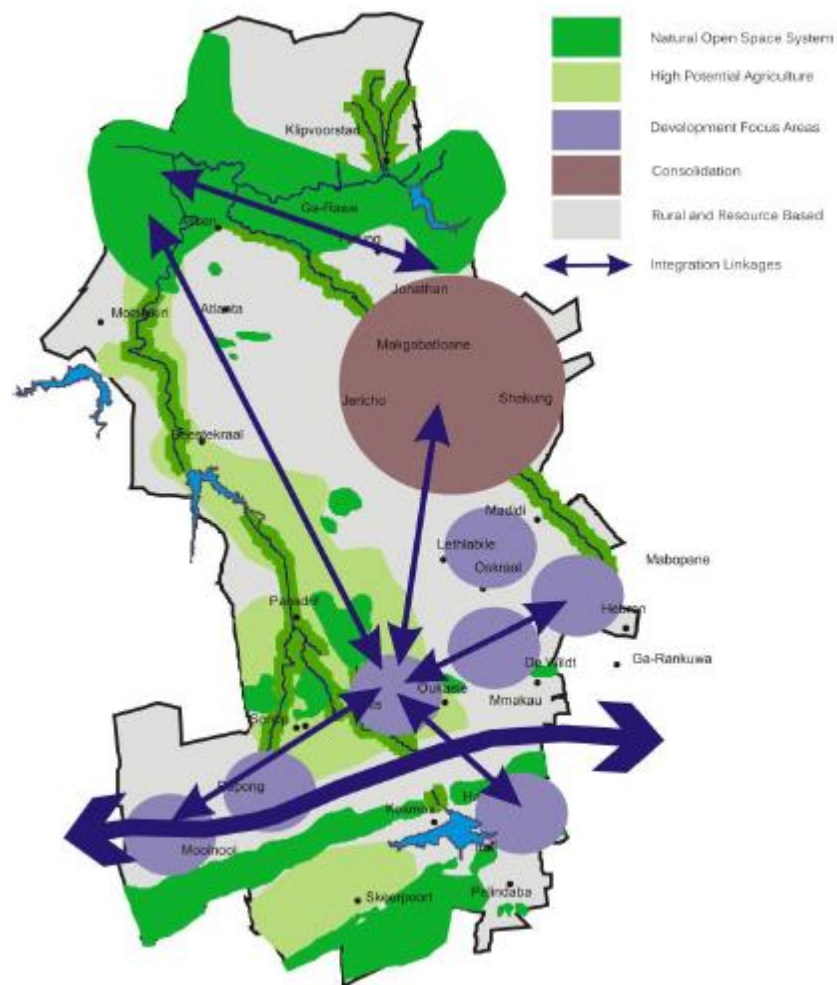


Figure 13: Spatial Development Concept

The spatial development and land use management guidelines provide specific proposals for development in Madibeng. It indicates where certain types of developments should or could take place, how these areas relate to other areas and what development standards apply.

1. Introduction

The Spatial Development Concept discussed in the previous chapter provided broad strategic guidance for development in Madibeng. The purpose of this chapter is to translate these strategic proposals into more specific land use zones and development guidelines.

These development guidelines then begin to assist land use management in the municipality, as it provide definite principles which should be taken into consideration with new developments.

The various land use zones that are dealt with in terms of the Spatial Development Guidelines are –

- Natural open space system
- High potential agricultural land
- Rural Areas
- Urban Areas
- Economic Activity Areas
- Pelindaba Restriction Zone
- Cradle of Humankind

Other important components of the Spatial Development Guidelines that are not necessarily land use zones in themselves but are overarching issues across the various zones are –

- Strategic Linkages
- Gateways
- Heritage Resources

It should be borne in mind that the Madibeng Spatial Development Framework remains a broad strategic planning framework due to the large geographic space that it covers. It cannot therefore make detail proposals for specific areas. For that purpose, local spatial development frameworks must be drafted.

Natural open space consists of land that has valuable ecological characteristics. The elements of the natural

2. Natural Open Space System

- Mountains and ridges
- Rivers and dams
- Nature reserves and environmentally sensitive areas
- Wetlands
- Drainage lines
- Riparian zones

The Madibeng municipality has appointed consultants to draft an Environmental Management Framework for Madibeng, which will provide detail guidelines for the

preservation and enhancement of the natural open space system in Madibeng.

However, because the natural open space system is one of the most important form giving elements in the area with a definite impact on the way in which Madibeng develops spatially, it is important to also provide guidelines for the management of these areas in the Madibeng Spatial Development Framework.

The natural open space system should be protected from intrusive developments that damage the ecological integrity as well as visual quality of these areas. These include residential development, mining activities and agriculture.

Mining activities on the ridges in particular are a huge problem in Madibeng. Mining, and especially quarrying, leaves permanent scars on the landscape and not only damages the ecological function of the ridges but also destroys an area's visual quality and tourism potential.

The natural environment forms the basis of eco-tourism and it is therefore imperative that the natural environment is conserved to ensure the long-term sustainability of the tourism industry in Madibeng

A continuous open space system must be developed in Madibeng. This means that in certain areas where natural open space is currently affected by activities the municipality must intervene in order to ensure that these

3.1. Form Giving Elements

3.1.1. Natural Open Space System

The natural open space system in Madibeng serves as the most important form giving element, in that it dictates the direction of development to a large extent.

The protection of the natural environment and open space areas not only have ecological and visual benefits for the municipal area, but also serve as a mechanism to consolidate and focus development in the area.

By rigorously protecting such areas, urban areas are prohibited to sprawl freely and are therefore forced into denser urban agglomerations. Such an approach therefore not only protects agriculture and the environment, but also has the added benefit of creating a more rational, cost-effective and manageable urban structure.

An open space system needs to be developed for Madibeng. Such a system should include all natural and heritage elements of value linked to each other through a continuous open space system of natural and ecological corridors.

Environmental elements to be included in such an open space system will include mountain ranges, ridges, dam environments, proclaimed nature reserves, undisturbed natural habitats, river environments, wetlands, drainage lines and riparian vegetation. These include the Magaliesberg Protected Nature Area (MPNA), the Witwatersberg, Langberg and Elandsberg mountains, the Hartbeespoort, Klipvoor and Rooikoppies dams, the Borakalalo Nature Reserve, the smaller open spaces found around the Hartbeespoort Dam, the uninhabited areas north of the Elandsberg and the river environments of the Crocodile, Tolwane, Moretele, Magalies River,

Leeuspruit, Moganwespruit and Swartspuit rivers. The rivers included in this open space system will form the linkages between the larger open spaces formed by the mountain range and dams.

Also included in such a system would be cultural resources of value, such as the historical and archaeological sites found on the farms Hartbeesthoek, Leeuwenkloof, Broederstroom, Skeerpoort, Remhoogte and Bultfontein, as well as the area demarcated as part of the Cradle of Humankind.

3.1.2. High Potential Agricultural Land

Agriculture is an important asset of Madibeng and should be protected. This includes opportunities for intensive and extensive commercial farming as well as subsistence farming.

Almost the entire southern half of Madibeng, which is not occupied by surface mines or mountain ranges, is utilised for intensive farming. These include the area surrounding Brits (with the exception of the area between Brits and Mmakau), Mooiooi and the area between the Magaliesberg and Witwatersberg mountains. Intensive farming is also found along the Crocodile River, up to the Elandsberg. This area has the highest agricultural potential and contains the majority of agricultural activities in the municipal area.

3.1.3. Merensky Reef

Mining in Madibeng predominantly occurs in a belt along the Merensky Reef, which runs north of and parallel to the Magaliesberg. It stretches from Brits in a westerly direction towards Bapong and on to Marikana and Rustenburg.

3.1.4. Cradle of Humankind

The south-western part of the Madibeng municipal area, south of the Hartbeespoort Dam and Witwatersberg, forms part of the Cradle of Humankind World Heritage Site (and the Cradle of Humankind Buffer Zone). The nature and extent of developments permitted in this area are restricted.

3.1.5. Pelindaba Restriction Zone

The Pelindaba Nuclear Plant has an impact on the development of the area in the form of a 5.0 km "red zone" around the plant in which development is restricted.

3.2. Strategic Development Areas

3.2.1. Development Focus Areas

In terms of the National Spatial Development Perspective, government investment in infrastructure and development programmes should be focused in particular areas that have potential for economic growth. This includes directing development to a system of nodes and corridors within a municipal area.

Because of the fact that Madibeng is essentially a rural area where there are great distances that are undeveloped, development focus areas will focus on areas that are suitable for further development and expansion due to location, accessibility and existing integration with the space economy and movement system.

The development focus areas will be focus areas for the provision of infrastructure, social services, transport facilities and economic opportunities.

The advantage of such a development system is that –

- The provision of infrastructure and community services becomes cost efficient, and
- Definite linkages can be identified and developed.

3.2.2. Consolidation Area

The far-lying north-eastern settlements, which include Moiletswane, Jericho, Shakung, Jonathan, Fafung and Ga-Rasai, are functionally and spatially removed from any urban centre in Madibeng and do not have any inherent urban development potential. The focus of this area should therefore be to retain the rural character, with rural villages, opportunities for small scale farming and perhaps eco-tourism. No further housing development should take place in this area and existing development should be consolidated to make this area as functional and sustainable as possible.

Infrastructure provision in this area should focus on the provision of basic services, as per the National Spatial Development Perspective.

Development and Management Directives: Natural Open Space System

- The natural drainage channels and banks of the rivers and dams must be protected up to the 100-year flood line. No development may be permitted within the 100-year flood line from rivers, streams and wetlands without the written consent of the relevant environmental and water authorities.
- Development along the riverbanks should only be considered if strict measures for riverbank protection, wastewater treatment plants, storm water control and erosion control are put in place and enforced. No development shall take place directly adjacent to the riparian zone and shoreline of a water source (i.e. dams, rivers, wetlands and drainage lines) without an Environmental Management Framework indicating measures for the conservation of the ecological integrity of the shoreline as well as measures to repair damage to the shoreline and its vegetation caused by construction.
- Waste-water effluents from all developments shall comply with the maximum standard release of 1 mg soluble ortho-phosphate per litre.
- Vegetation zones must be developed along the shorelines of dams to (i) act as a buffer against wave erosion of the shoreline; (ii) provide habitat for fauna and flora, (iii) act as filter for pollutants and (iv) improve the aesthetic quality of the dam. The "riparian zone" around the dam shall be considered as a priority for the effective maintenance of the zone. A 50m buffer around the shoreline to be added to the DWAF servitude must be reserved from development. All future developments may not be allowed to encroach into this buffer.
- A buffer zone of 30 meters along all rivers, wetlands and drainage lines should be enforced within which no development should take place. The construction of facilities within this buffer zone necessary to gain access to water should be subject to an EIA process.
- Sanitation services must be provided to settlements located within the catchments of water sources to avoid pollution due to surface run-off and groundwater seepage of sewerage and other harmful effluents. Owners of developments must –
 - Ensure that package plant systems for wastewater treatment comply with the laid-down maximum release standard of 1 mg soluble ortho-phosphate per litre.
 - Put sufficient back-up systems in place for their wastewater treatment systems to cater for system failures or power interruptions.
 - Adhere to the principles and guidelines set out in the Hartbeespoort Dam Strategic Environmental Assessment, the Hartbeespoort Dam Structure Plan and the Madibeng Environmental Management Framework.
- The shorelines of dams must remain accessible to the general public. Prior to consideration being given in future to private development initiatives along the Klipvoor Dam and Rooikoppies Dam, areas should be demarcated that will fulfil the function of public areas.

Development and Management Directives: Natural Open Space System (continued)

- No development may take place on the Kommandonek and Oberon properties adjacent to the Hartbeespoort Dam, and these properties should be utilised for public recreation facilities in perpetuity to ensure public access to the shoreline.
- All development around the Magaliesberg shall adhere to the principles and guidelines set out in the Magaliesberg Protected Natural Environment Management Plan.
- No new mining activities shall be permitted on any mountain or ridge or in or adjacent to any river, wetland or drainage line in the Madibeng area without the approval of the Northwest Department of Agriculture, Conservation and Environment.
- A slope analysis should be conducted on all ridges and mountains in order to determine development restriction areas, as per the Ridges Policy.
- All scenic vistas should be protected from development.

Development and Management Directives: High Potential Agricultural Land

- No activities or developments other than agriculture and agricultural related activities shall be permitted on high potential agricultural land.
- No township establishment shall be permitted on high potential agricultural land.

Development and Management Directives: Rural Areas

- Illegal land uses on farm portions, such as industrial and commercial developments that have no relation to agriculture, should be eradicated and moved to economic activity areas or urban areas. The Madibeng Local Municipality should ensure that a unit that deals with land use contraventions specifically focuses on the rural environment.
- The rural settlements are not suitable for low cost housing developments, as they are far removed from services and facilities that can contribute to the creation of sustainable human settlements. No low cost or affordable housing developments should therefore be permitted in the Rural Areas.
- The following land uses are permitted in Rural Areas:
 - Rural Residential (in line with the criteria set out for Rural Residential below)
 - Rural Settlements/Villages
 - Tourism activities and facilities such as -
 - Guest Houses, Cultural Villages, Environmental education centres, Restaurants, tea gardens, Wellness centre/spa, Infrastructure that serves the lodge or resort
 - Conservation areas
 - Extensive and Intensive agriculture
 - Subsistence and small scale agriculture
 - Rural service centres

Development and Management Directives: Rural Residential

- All developments shall be subject to the approval of the Minister of Agriculture. No development shall infringe on high potential agricultural land.
- Country Estates, Private Resorts and Public Resorts
 - Shall be approved in accordance with the North-west Province's policy on Country Estates, Private Resorts and Public Resorts.
 - The primary focus is the conservation of the natural resource (open space). Conservation in this sense must be seen as conserving open space as a resource in itself. Conservation conditions must be strictly adhered to
 - A Clutter-and-Space layout shall be adhered to. Dwelling units shall be grouped together in as few clusters as possible
 - 60% significant open space (calculated over the gross area of the site); provided that the area reserved for open space may be increased in cases of environmental sensitivity to the satisfaction of the relevant environmental authority.
 - A Strategic Environmental Impact Assessment must determine the open space, the position of clusters, the position of ancillary facilities, roads etc.
 - Conditions to be set for design, character and overall relationship with its environment
 - Strict requirements must be laid down for the provision of engineering services to and within these estates to ensure that it does not lead to environmental problems. The ability to provide services according to the standards set by the municipality is a pre-requisite for approval.

Development and Management Directives: Nodal Development in Urban Areas

- The Spatial Development Frameworks for each of the Urban Areas must indicate specifically the location, nature and size of activity nodes and spines.
- Non-residential land uses should be clustered together in nodes or activity spines, depending on the character of the area.
- Nodes should typically be located at the main access points into an Urban Area, typically at the intersection of a major mobility route and the major collector route or around public transport facilities such as train stations and bus termini.
- Activity Spines should be developed along the main access routes into an Urban Area.
- The distribution of nodes and spines must be such that all communities in the Urban Area have easy access to these services and facilities, preferably within walking distance.

Settlement Development Areas

For the purpose of the Madibeng Spatial Development Framework, a Settlement Development Area is defined as an area that is characterized by concentrated, mixed activity such as residential development, business and administrative functions, social services and infrastructure.

In order to achieve efficient and sustainable development in Madibeng, it is vital to focus future settlement development in specific areas. This will counteract the current dispersed inefficient spatial form that is characteristic of the municipal area.

For the purpose of focusing development, it is necessary to identify those existing settlement areas or clusters of settlements that have inherent development potential and which lie on the systems of connectivity in Madibeng. These areas must then be further developed rather than creating new settlement areas. This development of existing settlements should take place through infill development and managed expansion.

Infill development refers to the identification of vacant land parcels within the demarcated settlement areas, amongst existing developments, and developing these parcels of land according to their optimal development potential levels.

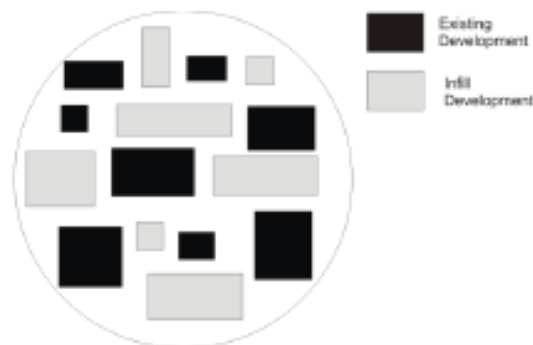


Figure 15: Infill Development

Managed expansion refers to the gradual and incremental outward growth of a settlement (i.e. the so-called ripple effect), but within the boundaries of demarcated urban development boundaries (or urban edge). The purpose of the urban edge is to discourage lead frog developments that result in developments that are not physically and functionally integrated with the main settlement development area.

Demarcating an urban edge has specific advantages, the primary being to prevent uncontrolled urban sprawl. Urban sprawl is undesirable since it increases pressure on the limited resource of local government, from public transport to water and sanitation infrastructure provision. Drawing an urban edge will also protect valuable agricultural land and ecologically sensitive areas from urban encroachment.

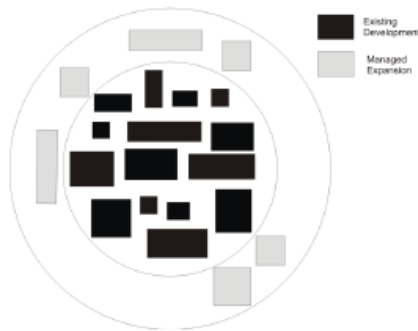


Figure 16: Managed Expansion

Each of the settlement development areas comprises its own urban development boundary. Because of the general problems experienced with service infrastructure, these urban development boundaries have been demarcated conservatively, to ensure that new development areas do not further contribute to the problems experienced with service delivery.

The Madibeng Spatial Development Framework has identified specific areas as Settlement Development Areas. These are:

- The Brits Area
- Hartbeespoort Dam Area
- Mooiooi/Bapong Area
- Letlhabile/Hebron

Densification in Settlement Development Areas

Residential densities in Settlement Development Areas must follow an approach where densities are connected to the urban functionality of a specific place.

Densification is not an end in itself, but a means to achieve more efficient utilization of public transport, the creation of the necessary population thresholds to support community and business facilities and to prevent the development of land which is valuable from an ecological perspective.

The following densities should typically apply when a structured approach to densification is followed. It should be noted that these densities are merely general guidelines and should not be rigidly employed. Deviations are possible depending on the design of a particular development.

Again, more detailed densification proposals must be made in the Spatial Development Frameworks which must be drafted for the Settlement Development Areas.

Location	Residential Typology	Typical Density
Adjacent to local or neighbourhood activity nodes or spines	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to Service Delivery Centres	Duplex Residential and Two storey walk-ups	40-60 dwelling units per hectare
Adjacent to major public transport facilities such as railway stations	Duplex Residential and Two to Three storey walk-ups	40-80 dwelling units
On the edges of the Settlement Development Areas	Single residential developments	10 dwelling units per hectare
Other	Single residential developments / townhouses	20-40 dwelling units per hectare

The most important principle put forward by the Madibeng Spatial Development Framework is that housing development must focus on social and economic integration and inclusion. The implication therefore is that housing development should form an integral part of the Urban Areas and no housing development initiatives must be identified outside of these areas.

Development and Management Directives: Pelindaba Restriction Zone

- No development, other than what is permitted in terms of current zoning, shall be permitted.

Development and Management Directives: Cradle of Humankind

- All developments in the Cradle of Humankind areas shall adhere to the development guidelines as set by the relevant management authority, and all developments shall be referred to the relevant authorities responsible for the management and conservation of the Cradle of Humankind for approval prior to approval by the local authority.

Development and Management Directives: Heritage Resources

- All new developments should consider heritage resources as part of the environmental impact assessment process.
- All developments that affect existing structures older than 60 years or those that have been afforded protected status must adhere to the provisions of the relevant legislation.

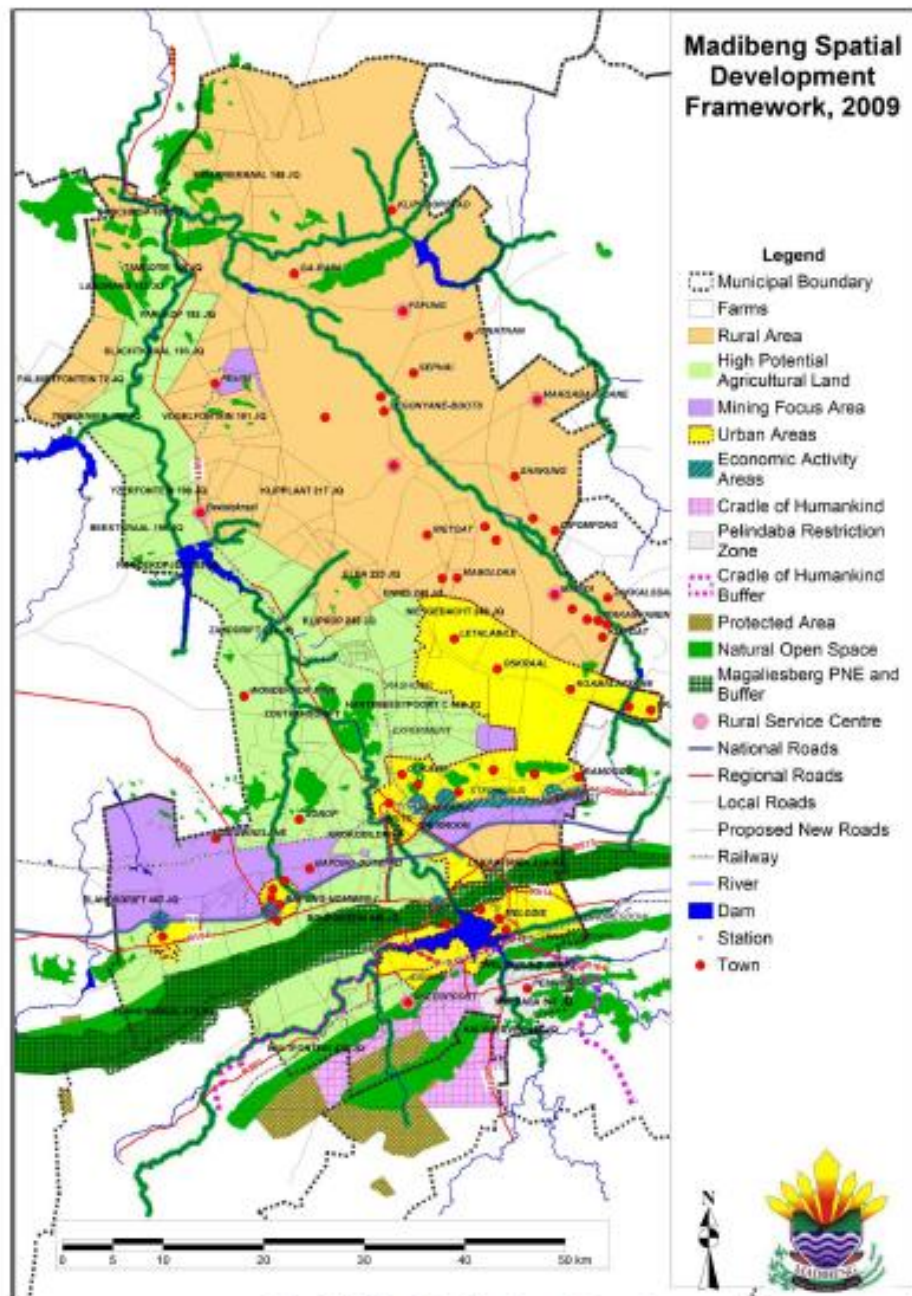


Figure 18: Madibeng Spatial Development Framework

12. Future Urban Areas

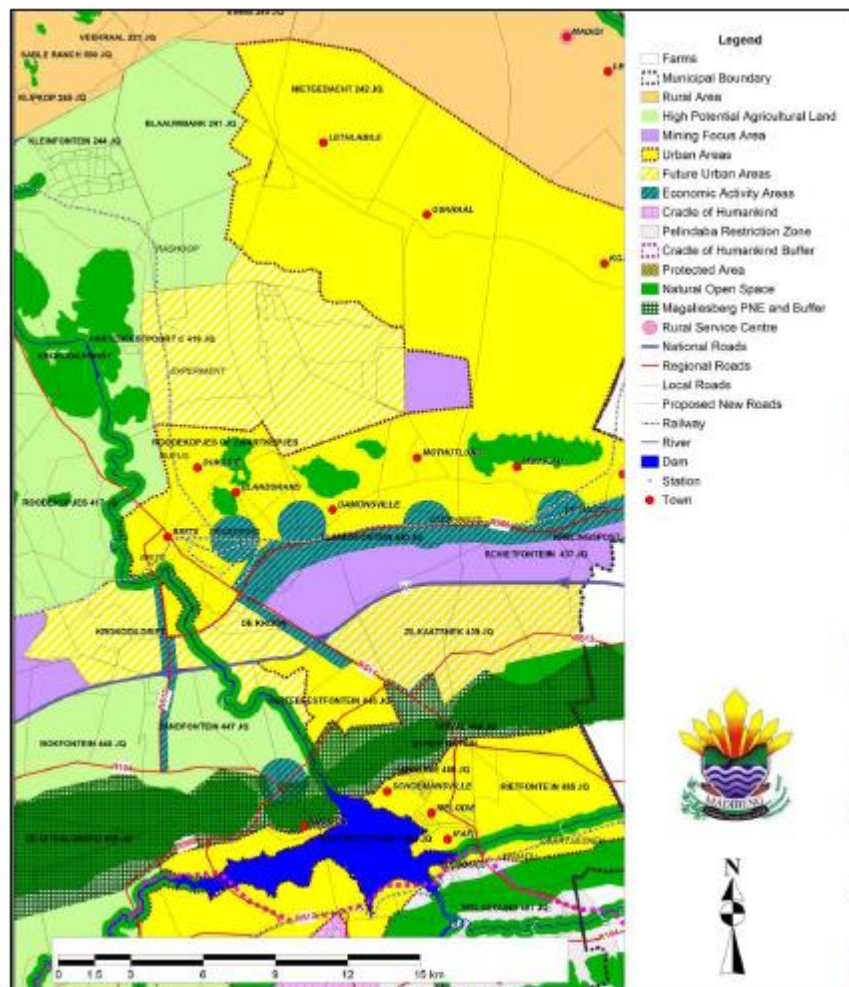


Figure 19: Future Urban Areas

13. Subdivision of Farm Portions

The following guidelines shall apply when dealing with subdivision of farm portions:

Zone	Minimum Size
1 (Rural Areas)	20 hectares
2 (High Potential Agricultural Land)	20 hectares
3 (Urban Area north of Brits)	1 hectares
4 (Rural Area south of N4)	5 hectares
5 (Urban Area around Hartbeespoort Dam)	In accordance with Hartbeespoort Dam Structure Plan. 5 hectares where Plan does not apply ³
6 (Cradle of Humankind)	5 hectares as interim measure. Subdivision guidelines in the Environmental Management Framework for this area shall apply
7 (Pelindaba Restriction Zone)	20 hectares
8 (South of N4, between R511 and R512)	3 hectares

Application may be made for consent for a second dwelling house in accordance with the provisions of the town planning scheme.

³ Small land parcels are not conducive for meaningful settlement development. Larger portions facilitate better layout and urban design. Should subdivisions smaller than 5,0 hectares be permitted in terms of existing subdivision policies (or in cases where these subdivisions have already been approved), township establishment may only be permitted on consolidated land parcels with a minimum size of 5,0 hectares.

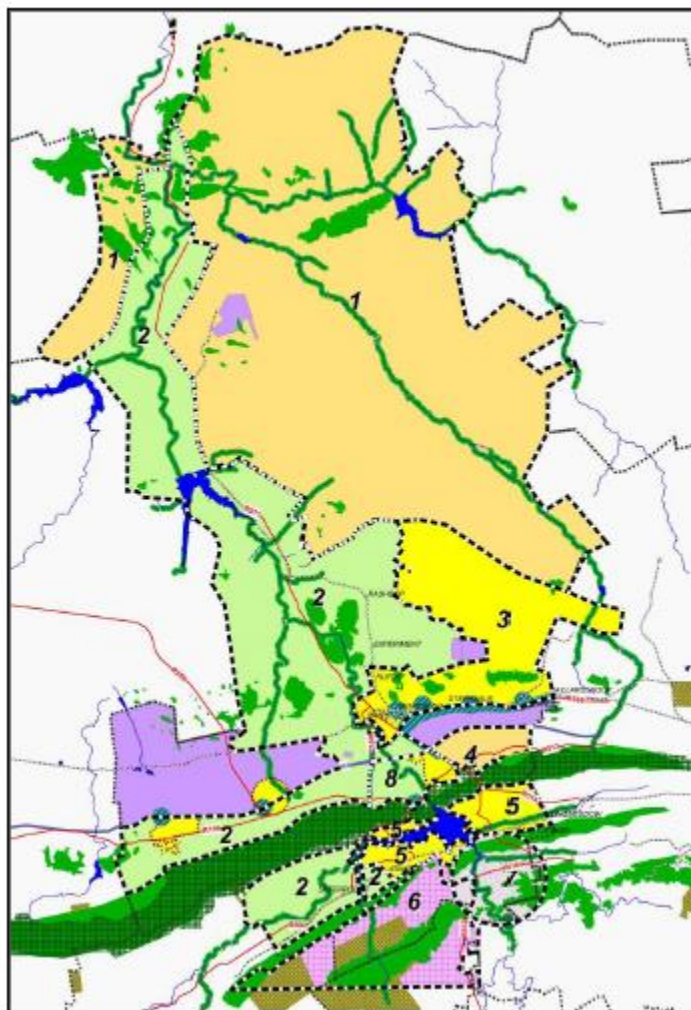


Figure 20: Subdivision Zones

CBD REGENERATION PLAN

IMPLEMENTATION PROGRAMME

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
1. GREENING AND BEAUTIFYING						
1 a.	Hendrik Verwoerd Street	Cutting of the grass along the road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL	R 700 000.00 per annum	Short-term
1 b.		Landscaping/Planting of flowers and shrubs along road island	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 500 000.00	Short-term
1 c.		Design and construction of a 'Welcome to Brits' sign	Hendrik Verwoerd Street	• Madibeng LM, SANRAL, EPWP	R 100 000.00	Short-term
1 d.	Murray Road	Greening of Murray Road Island	Murray Road	• Madibeng LM	R 150 000.00	Medium-term
	Tom Street	Greening of Tom Street	Tom Street	• Madibeng LM	R 400 000.00	Short-term

NO.	NAME	PROJECT DESCRIPTION	STUDY AREA	RESPONSIBILITY	BUDGET ESTIMATE	PHASING
2. BUILT FORM						
2 a.	Hendrik Verwoerd Street	Pedestrian crossing outside of the Brits Mall	Hendrik Verwoerd Street	• SANRAL	R 300 000.00	Medium-term
2 b	Murray Road	Widening walkway by eliminating 1 lane of road way on either side	Murray Road	• Madibeng LM	R 400 000.00	Medium-term
2 c		Formalising Trader Stalls and providing a formal structure	Murray Road	• Madibeng LM	R 750 000.00	Short-term
2 d		Insertion of street furniture along the sidewalk (benches, bins, etc)	Murray Road	• Madibeng LM	R 300 000.00	Short-term
2 e		Construction of Murray Road Island	Murray Road	• Madibeng LM	R 3 000 000.00	Medium-term
2 f		Provision of angled parking on either side	Murray Road	• Madibeng LM	R 200 000.00	Short-term
2 g	Tom Street	Development of open space outside Home Affairs with the inclusion of street furniture and formalised trader stalls	Tom Street	• Madibeng LM	R 2000 000.00	Medium-term
2 h		Widening of pedestrian paving to 6 m with allowing for isolated parallel parking bays and loading zones	Tom Street		R 800 000.00	Short-term
2 j	CBD Streets	Upgrade to the CBD road network on various streets to include Resurfacing, Road markings and signage	Various	• Madibeng LM	R 20 000 000.00	Short-term
		City Improvement District				R
	CCTV Surveillance	CCTV Cameras	Tom Street	• Madibeng LM	R 100 000.00	Short-term
			Murray Ave	• Madibeng LM	R 150 000.00	Short-term
			Spoorweg Street	• Madibeng LM	R 200 000.00	Medium-term
2 p	Security	Security Personnel	Tom Street	• Madibeng LM	R30 000.00 per month	Short-term
			Murray Ave	• Madibeng LM	R30 000.00 per month	Short-term
			Spoorweg Street	• Madibeng LM	R30 000.00 per month	Short-term
3. ACCESSIBILITY, TRANSPORT AND INTEGRATION						
3 a.	Spoorweg Road	Provision of a one-way double lane road on portion of Spoorweg Road	Spoorweg Road	• Madibeng LM	R 1 000 000.00	Short-term
3 b	De Wits Ave	Provision of a one-way double lane road on portion of De Wits Ave	De Wits Ave	• Madibeng LM	R 1 000 000.00	Short-term
3 c	De Wits Ave	Formalisation of the existing Taxi Rank – loading and off-loading, shelters, road markings, slip lanes, lighting, signage, inter alia	De Wits Ave	• Madibeng LM	R 5 000 000.00	Short-term
3 d	Reitz Road	Provision of a one-way double lane road on portion of Reitz Road	Reitz Road	• Madibeng LM	R 1 000 000.00	Short-term
3 e	Maclean Road	Provision of a one-way double lane road on portion of Maclean Road	Maclean Road	• Madibeng LM	R 1 000 000.00	Medium-term
3 f	Tom Street	Provision of Road/Rail grade separated crossing	Tom Street	• Madibeng LM	R 60 000 000.00	Medium-term
		Provision of bridge from R511 into Tom Street	Tom Street	• SANRAL/ Madibeng LM	R 50 000 000.00	Long-term
		Provision of off-street multi story car park	Tom Street	• Madibeng LM	R 10 000 000.00	Medium-term
		Obtaining air rights over railway crossing	Spoorweg to Tom Street		R 100 000.00	Medium-term
3 j	Proposed retail facilities for overpass			• Private Sector	R 5 000 000.00	Medium-term

MADIBENG LOCAL MUNICIPALITY MASTER SYSTEMS PLAN (MSP) 2019 TO 2022

Project	Business Div	Requirements and Impact	Priority Level	2019/2020	Cost Rand	2020/2021	Cost Rand	2021/2022	Cost Rand
Document the ICT Steering Committee Terms of Reference	ICT	Compliance to the DPSA ICT Governance Framework requirements	High	July to Aug	Included in SLA cost with Sizwe IT				
Appoint the Steering ICT Committee	ICT	Appointment of the ICT Steering Committee members to ensure that all ICT & related matters are discussed at the committee level by representatives of the business and ICT	High	Sept	Nil				
Renew Microsoft License Agreement & Premier Support	ICT	The Microsoft License Agreement is renewed after three years.	Medium	June to August	.	Jan to March	R3m	Jan to March	R4m
Networks optimisation	ICT	Replacement and installation of network cables and connect all Municipal sites.	High	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m
Disaster Recovery & Business Continuity Site	ICT	Develop a Backup and Disaster site for the Municipal data and systems.	High	1 July to 30 June	R8m	1 July to 30 June	R8m	1 July to 30 June	R8m
Optimise the use of Microsoft Technologies	ICT	Implementation of the System Center Configuration Manager	High	July to Dec.	R2m				
		Develop a Data Warehouse and a Reporting Tool. -Incorporate a Performance Management function in the Reporting Tool. -Performance Management function will assist with a real-time performance dashboard that will provide an updated consolidated view of how the Municipality strategic, operational and shared Key Performance Indicators are performing. The dashboard will visualize the status of the key performance indicators (KPIs) that have been \ defined by the Municipality for different business divisions.	High	Jan to June	R3m				
Software upgrade	ICT	Upgrade all old software for all critical applications, including System Center Operations Manager (SCOM).	High	Jan to March	R3m	Jan to March	R4m		
Project Management Office	ICT	Centralise all ICT Projects, including existing systems.	Medium	July to Dec.	R0.5m				
Share Point Portal	ICT	Activate a Share Point Portal and optimise utilisation.	High	NIL	July to December	R1.5m			
Structure positioning	ICT	Review the ICT structure and resubmit for approval. The Structure should be reflective of the Municipality Business \ Requirement and Business Model. This should be closer to the expiry of the SLA with Sizwe IT	High	Jan to July	Nil				
Performance Management System	ICT	Establish a Performance Management System for all ICT personnel. This should Include performance contracts, reviews and the personnel development plans.	High	September	Nil				
ICT personnel certification	ICT	Redeem Microsoft Training coupons for user training.	Medium	On-going	Nil	On-going	R0.2	On-going	R0.3

The following is a summary of the above Plan financial implications for the three years, 2019 to 2020. The cost includes the Service Level Agreement with Sizwe IT for managed services for three years. It also includes the payment of Microsoft License fees

No	Years	SLA - Rand	Projects and Operational Costs Rand	TOTAL
1	2019 to 2020	28m	30m	58m
2	2020 to 2021	28m	35m	63m
3	2021 to 2020	28m	40m	68m

KPA 6: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Performance Management Systems

By implementing the Performance Management System, the Council complied to Section 40 of the Municipal Systems Act of 2000, whereby Municipalities have to establish mechanisms to monitor and review its Performance Management System. The purpose of the Performance Management System is to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the Municipal Systems Act furthermore point out that the Key Performance Areas, Key Performance Indicators and Performance Targets have to be reviewed during the annual IDP Review process, which then will form the basis for the review of the municipal PMS and Performance Contracts of Senior Managers.

The Performance Management System (PMS) is informed by the following legislation and policy:

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

Other legislation that impacts on and relates to performance management include:

- Labour Relations Act (Act No. 66 of 1995) : Code of Good Practice
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- The Skills Development Amendment Act (Act 31 of 2003)
- Promotion of Access to Information Act (Act 2 of 2000)

Apart from the primary objectives, as mentioned in the first paragraph above, the PMS should also provide early warning signals and

Facilitates - increased accountability,

- learning and improvement and
- decision-making.

Performance Management Framework

- Roles and Responsibilities of Stakeholders in the Operation and Management of the Performance Management System

Municipal Council's Political Oversight Roles and Responsibilities

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Adopts priorities & objectives of the Integrated Development Plan. 2. Adopts the Performance Management Policy and Procedure Manual 3. Adopts the Reviewed PMS framework. 4. Adopts the municipal strategic scorecard that includes priorities and objectives of the IDP. 5. Assigns the responsibility for the management of the PMS to the Executive Mayor. 6. Establish an oversight committee for the purpose of the annual report and other aspect incidental to performance management that the Council may wish the oversight committee to consider. 	<ol style="list-style-type: none"> 1. Approves the annual review programme of the IDP. 2. Approves the Top level SDBIP. 3. Approves changes to the SDBIP and adjustment Budget. 4. Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality. 5. Consider the oversight report from the oversight committee. 	<ol style="list-style-type: none"> 1. Receives externally audited performance reports from the Executive Mayor annually. 2. Reports the municipality performance to the community at least twice a year. 3. Approves recommendations for the improvement of the performance management system. 4. Annually receives the appraisal of the Municipal Manager and Directors performance. 5. Submits the municipal annual report to the Auditor General and the MEC. 	<ol style="list-style-type: none"> 1. Approves the municipal annual audit plan and any substantial changes to it. 2. Can receive performance reports directly from the Audit Committee. 3. Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 4. Receives performance audit report from the Auditor General and approves implementation of its recommendations.

Roles and Responsibilities of the Executive Mayor

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Submits priorities and objectives of the Integrated Development Plan to Council for approval. 2. Submits the PMS framework and policy for approval. 3. Submits the municipal strategic scorecard to Council for approval. 4. Submits the Service Delivery and Budget Implementation Plans to the Council. 5. Enters into a performance agreement with the Municipal Manager on behalf of Council. 6. Assigns the responsibility for the management of the PMS to the Municipal Manager. 7. Tables the budget and Top-Level SDBIP to Council for approval. 	<ol style="list-style-type: none"> 1. Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets. 2. Proposes the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality 4. Quarterly evaluates the performance of the municipality against adopted KPIs and targets. 5. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality. 6. Mid-yearly and annually evaluates the performance of the Municipal Manager. 	<ol style="list-style-type: none"> 1. Receives monthly budget statement. 2. Receives performance reports quarterly from the internal auditor. 3. Receives performance reports twice a year from the Audit Committee 4. Receives monthly and quarterly reports from the Municipal Manager on the performance of Managers and the rest of the staff. 5. Report to council on the quarterly, mid-term review and the annual report on the performance of the municipality 6. Reports to Council on the recommendations for the improvement of the performance management system. 	<ol style="list-style-type: none"> 1. Submits the municipal annual audit plan and any substantial changes to council for approval. 2. Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself. 3. Receives performance audit report from the Auditor General and makes recommendations to Council.

Roles and Responsibilities of the Municipal Manager

Planning	Implementation	Monitoring & Evaluation		
		Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. 2. Coordinates the formulation and revision of the PMS framework. 3. Coordinates the formulation and revision of the municipal strategic scorecard. 4. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans. 5. Enters into a performance agreement with Directors on behalf of Council. 	<ol style="list-style-type: none"> 1. Manages the overall implementation of the IDP. 2. Ensures that all role players implement the provisions of the PMS framework. 3. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. 4. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 5. Implements performance improvement measures approved by the Executive Mayor & the Council. 6. Ensures that performance objectives in the Managers' performance agreements are achieved. 	<ol style="list-style-type: none"> 1. Formulation of the annual review program of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees & the Executive Mayor. 2. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality 4. Quarterly and annually evaluates the performance of Managers. 	<ol style="list-style-type: none"> 1. Receives performance reports quarterly from the internal auditor. 2. Receives performance reports twice a year from the Performance Audit Committee. 3. Receives monthly departmental performance reports. 4. Reports once in two months to council committees and the Executive Mayor on the performance of Departments 5. Reports on the implementation of improvement measures adopted by the Executive Mayor and Council. 6. Annually reports on the performance of Managers 7. Submit the municipal annual report to the Executive Mayor. 	<ol style="list-style-type: none"> 1. Formulates the municipal annual audit plan. 2. Formulates a response to the recommendations of the internal auditor and the Audit Committee. 3. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Executive Mayor

Roles and Responsibilities of Council Committees

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
<ol style="list-style-type: none"> 1. Advise the Executive Mayor on priorities and objectives of the Integrated Development Plan. 2. Deliberates and advice on the municipal strategic scorecard. 3. Participates in the formulation of the Top Level Service Delivery and Budget Implementation Plan. 4. Ensures that concerns of community structures are taken into account in discharging their responsibilities 	<ol style="list-style-type: none"> 1. Participate in the formulation of the annual review program of the IDP, including the review of key performance indicators and performance targets. 2. Participate in the formulation of proposals for the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. 3. Quarterly evaluates the performance of their portfolios against adopted KPIs & targets 4. Quarterly reviews the performance of their portfolios to improve the economy, efficiency & effectiveness of the municipality 	<ol style="list-style-type: none"> 1. Receives Audit Committee performance reports from the municipal manager and make recommendations to the Executive Mayor. 2. Receives quarterly reports from the Managers responsible for their portfolios before they are tabled at the Mayoral Committee. 3. Reports to the Executive Mayor on the recommendations for the improvement of the performance management system. 4. Council adopts the oversight report. 	<ol style="list-style-type: none"> 1. Receives and note the annual audit plan. 2. Advices the Executive Mayor on the implementation of the recommendations of the internal auditor with regard to both the improvement in the performance of the municipality and improvement of the performance management system itself.

Roles and Responsibilities of Directors

Planning	Implementation	Monitoring & Evaluation		
		Review	Reporting	Performance
1. Participates in the identification of IDP priorities and the whole IDP process 2. Participates in the formulation and revision of the municipal strategic scorecard 3. Participates in the formulation of the Top level SDBIP 4. Develop Technical SDBIP. 5. Manages sub-ordinates' performance measurement system. 6. Regularly reports to the Municipal manager 7. Enters into a performance agreement with the Municipal Manager	1. Manages the implementation of the Depart. SDBIP 2. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. 3. Implements performance improvement measures approved by the Executive Mayor & the Council. 4. Manages the implementation of sub-ordinates' performance measurement system. 5. Ensures that performance objectives in the performance agreements are achieved.	1. Participates in the formulation of the annual review programme of the IDP, including the review of key performance indicators & performance targets for the consideration of Council Committees & the Executive Mayor. 2. Annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 3. Quarterly and annually evaluates the performance of the department. 4. Participates in Mid-Term Review.	1. Submit monthly & quarterly departmental performance reports. 2. Comments on the monthly reports in terms of any material variance. 3. Reports on the implementation of improvement measures adopted by the Executive Mayor & Council. 4. Annually reports on the performance of the department.	1. Participates in the formulation of the response to the recommendations of the internal auditor and the Performance Audit Committee. 2. Participates in the formulation of the response to performance audit report of the Auditor General and makes recommendations to the municipal manager.

Roles and Responsibilities of Staff

Planning	Monitoring & Evaluation		
	Review	Reporting	Performance Audit
1. Participates in the development of the Technical SDBIP. 2. Participates in the development of their own performance measurement	Executes individual work plans.	1. Participates in the review of departmental plans. 2. Participates in the review of own performance.	Level 1 to 3 Managers submit monthly progress performance reports, quarterly performance and review reports and annual performance reports.

Roles and Responsibilities of the Internal Audit Division

Planning	Monitoring	
	Review	Reporting
Develop a risk and compliance based audit plan.	1. Audit the performance of departments against the IDP and SDBIPs. 2. Assess the functionality of the PMS. 3. Ensures that the system complies with the Act. 4. Audit the performance measures in the municipal scorecard and departmental scorecards. 5. Conduct compliance based audit.	1. Submit quarterly performance audit reports to the Municipal Manager. 2. Submit quarterly performance audit reports to the Performance Audit Committee.

Roles and Responsibilities of the Audit Committee

Planning	Monitoring	
	Review	Reporting
Receives and approves the annual audit plan.	Review quarterly reports from the Internal Audit Div.	Reports quarterly to the municipal Council.

Roles and Responsibilities of the Community

Planning	Monitoring	
	Review	Reporting
1. Participate in the drafting and implementation of the municipality's IDP through established forums 2. Participates in the setting of KPIs and targets for the municipality every year 3. Make representations on the draft annual budget	Participate in the annual review of performance through their involvement in the development of the Oversight Report.	1. Receive annual performance and budget reports from council 2. Participate in the development of the Oversight report

Summary of Alignment with National Plans and Strategies

BACK TO BASICS PRIORITIES	NATIONAL DEVELOPMENT PLAN	MEDIUM TERM STRATEGIC FRAMEWORK	NATIONAL OUTCOMES	OUTCOME 9 OUTPUTS	REPOSITIONING, REBRANDING AND RENEWAL	MADIBENG STRATEGIC GOALS	MADIBENG OUTCOMES				
Delivering municipal services	Improving Infrastructure	Ensuring access to adequate human settlement and quality basic services	6 An efficient, competitive and responsive economic infrastructure network	Improved access to Basic Services	Agriculture, Culture and Tourism	Develop & refurbish infrastructural services	Access to services				
Putting people and their concerns first	An economy that will create more jobs	Radical economic transformation, rapid economic growth and job creation	4.Decent employment through inclusive economic growth	Implement the community work programme & Co-operatives supported Deepen democracy through a refined ward committee model	Villages, Townships and Small Dorpies	Create a conducive environment for businesses to invest and prosper	Prosperous community				
	An inclusive and integrated rural economy	Rural development, land and agrarian reform and food security	7 Vibrant, equitable & sustainable rural communities with food security for all	Actions supportive of the Human Settlement outcomes	Reconciliation, Healing and Renewal	Integrated liveable urban and rural neighbourhoods	Transformed human settlements				
	Reversing the spatial effect of apartheid		8 Sustainable human settlements & improved quality of household life								
	Transition to a low-carbon economy		10 Environment assets & natural resources that are well protected & continually enhanced			Protect the environment and improve community well-being	Healthy communities and environment				
	Quality health care for all	Ensuring quality health care and social security for all citizens	2 A long and healthy life for all South Africans								
	Social protection	Contributing to a better Africa and a better World	11 Create a better SA and contribute to a better and safer Africa and World								
	Transforming society & uniting the country	Social cohesion and nation building	3 All people in SA feel and are safe								
	Building Safer communities										
	Improving quality of education, training and innovation	Improving the quality of & expanding access to education & training	1 Improved quality of basic education								
	Sound financial management and accounting	Fighting corruption	Fighting corruption and crime	9 A responsive, accountable, effective and efficient local gov system	Implement a differentiated approach to mun financing, planning and support	Saamtrek Saamwerk Philosophy	Enhance revenue and asset base	Financial sustainability			
Demonstrating good governance and administration	12 An efficient, effective & dev oriented public service and an empowered, fair and inclusive citizenship			Single window of co-ordination	Setsokotsane Approach	Democratic and accountable organisation	Good governance				
Sound institutional and administrative capabilities	Reforming the public service		5 Skilled and capable workforce to support an inclusive growth path	Improved municipal financial & administrative capacity		Attract and retain human capital	Increased productivity				

National Key Performance Indicators

- ✂ The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- ✂ The percentage of households earning less than R1 600 per month with access to free basic services;
- ✂ The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- ✂ The number of jobs created through municipality's local economic development initiatives including capital projects;
- ✂ The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- ✂ The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- ✂ Financial viability as expressed by the ratios in the gazette.

The Municipality in its endeavour to ensure that these KPI's are attended to, has incorporated them in the Organizational Business Plan as part of its objectives which is informed by the priority needs of the community in the IDP.

Sustainable Development Goals (SDGs)

The SDGs are a new universal set of goals, targets and indicators that follow and expand on the Millennium Development Goals. This transformation plan of action is spearheaded by the United Nations and is based on 17 Sustainable Development Goals. The aim of the SDGs is to address urgent global challenges over the next 15 years. South Africa, as a member of the United Nations' members states, is obliged to implement these goals.

The SDGs covers a broad range of sustainable development issues, which includes:

- Ending poverty and hunger
- Improving health and education
- Combating climate change
- Sustainability of cities; and
- Protecting oceans and forests

The 17 goals are listed below:

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable education and promote lifelong learning
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce income inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts by regulating emissions and promoting developments in renewable energy
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and biodiversity loss
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

Medium Term Strategic Framework

Theme: “Together doing more and better”

Electoral Mandate

The National Government’s mandate underscores the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society.

The following objectives are identified:

- Halve poverty and unemployment by 2014
- Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- Improve the nation’s health profile and skills base and ensure universal access to basic services
- Improve the safety of citizens by reducing incidents of crime and corruption
- Build a nation free of all forms of racism, sexism, tribalism and xenophobia.

The priority areas to give effect to the above strategic objectives are:

- More inclusive economic growth, decent work and sustainable livelihoods
- Economic and social infrastructure
- Rural development, food security and land reform
- Access to quality education
- Improved health care
- The fight against crime and corruption
- Cohesive and sustainable communities
- Creation of a better Africa and a better world
- Sustainable resource management and use
- A developmental state including improvement of public services.

Basic Thrust and Focus of the MTSE

The basic thrust of MTSE 2009 – 2014 is to improve the conditions of life of all South Africans and contribute to building a better Africa and a better world.

How should government address these competing demands on limited resources?

Firstly, the sequencing and phasing in of various programmes will need to take into account availability of resources.

Secondly, a comprehensive review of the budget will need to be conducted so as to identify saving that can be allocated to priorities.

Thirdly, creative ways will need to be found to involve Development Finance Institutions and the private sector in the implementation of some of the projects.

THE NATIONAL DEVELOPMENT PLAN

Background

- President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a Vision and National Development Plan.
- The Commission’s Diagnostic Report, released in June 2011 set out SA’s achievements and shortcomings. Nine primary challenges were identified:

1. Too few people work
2. The quality of school education for black people is poor
3. Infrastructure is poorly located, inadequate and under-maintained

4. Spatial divides hobble inclusive development
 5. The economy is unsustainably resource intensive
 6. The public health system cannot meet demand or sustain quality
 7. Public services are uneven and often of poor quality
 8. Corruption levels are high
 9. South Africa remains a divided society
- The assessment of the Diagnostic Study led to the development of the draft national plan released in November 2011.
 - In August 2012 the National Cabinet accepted the Plan
 - In Dec. 2012 the plan was also further discussed and widely supported by the ANC at its national conference in Mangaung.
 - Henceforth, the plan must be used as a blueprint for planning and implementation to achieve its vision.

6 Pillars of the National Development Plan 2030

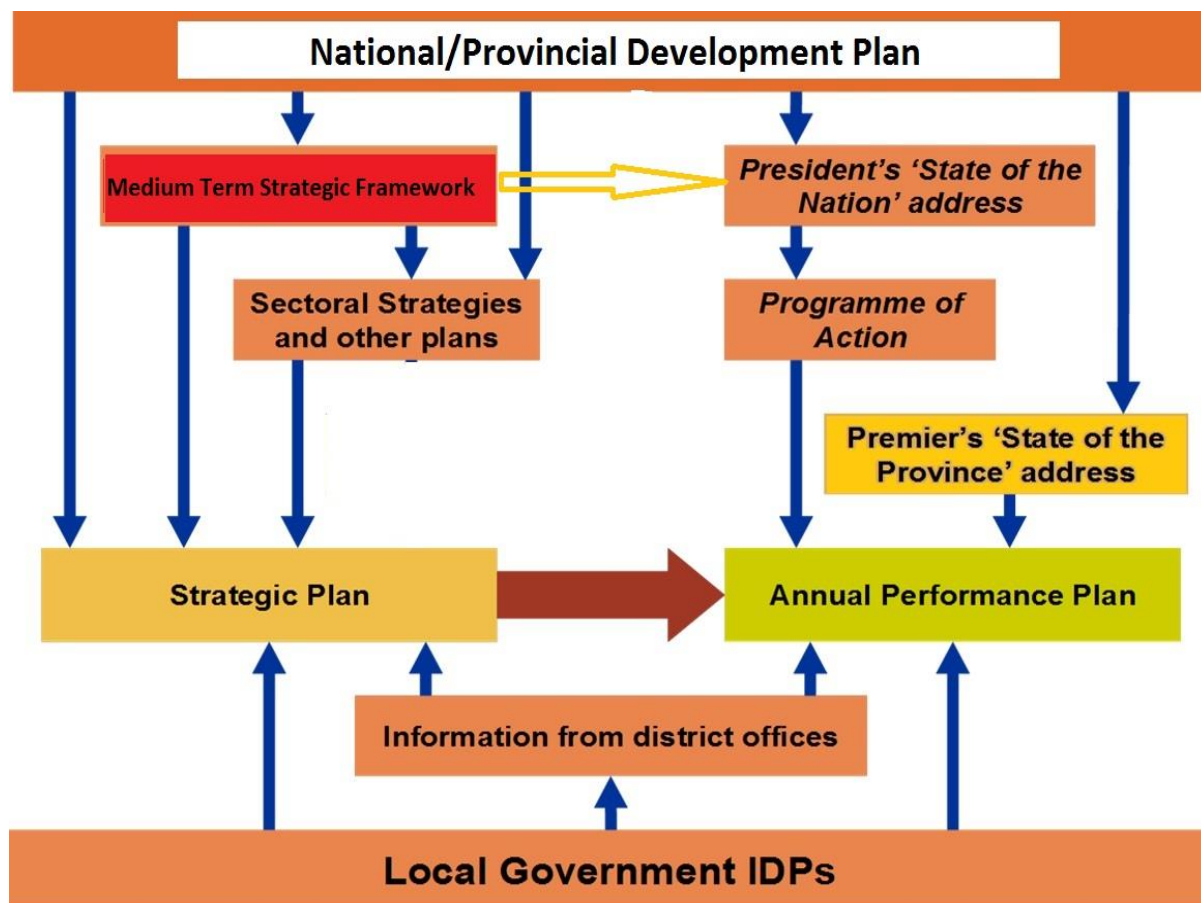
The objectives of the plan are the elimination of poverty and the reduction of inequality through:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable
- Raising economic growth, promoting exports and making the economy more labour absorbing
- Focusing on key capabilities of both people and the country:
 - Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners
- Building a capable and developmental state
- Strong leadership throughout society that works together to solve our problems

Implementation Approach

The NDP is a plan for all South Africans, but government has a special role to play in leading its implementation and constructing accountability frameworks.

In doing so, it uses the existing MTSF framework but encapsulates it firmly into the strategic outline of the NDP.



The Implementation Plan

The 2014 – 2019 MTSF should now be conceptualised as a 5-year plan with actions, outputs and targets to be achieved in the medium term to set the country on a positive trajectory towards the long-term vision of the NDP. In doing so it will follow certain **Core Principles** for effective implementation:

- Broad ownership
- Continuous capacity building
- Policy consistency
- Prioritisation and sequencing
- Clarity of responsibility and accountability
- Continuous learning and improving
- Coordinated action

The key pillars of this Budget are:

- Global growth is improving, though uncertainty remains.
- South Africa's economy must grow faster and more inclusively.

REPOSITIONING, REBRANDING AND RENEWAL POLICY

The above policy was introduced by the 5th administration of North West to fast track service delivery. This policy is anchored on the following five concretes:

- Agriculture, Culture and Tourism (ACT)

Agriculture, Culture and Tourism were identified as three anchors of economic growth, especially in rural areas where poverty, unemployment and inequality is very high.

- Reconciliation, Healing and Renewal (RHR)

This pillar deals with the healing of communities and the ills of the past as a result of segregation and past apartheid laws. The aim is to get the communities under a new spirit of unity, reconciliation and healing.

- Saamtrek Saamwerk Philosophy

The philosophy is premised on collaboration with the religious, business and other critical sectors of society to pull resources together for the common good of the province. The Premier, in his 2015 State of the Province Address, pronounced that he will be the lead champion of Saamwerk-Saamtrek to engage forums with the Afrikaner communities to send a clear message that North West belongs to all who live in it, Black or White.

- Setsokotsane Approach

This is an accelerated and integrated service delivery approach that seeks to address service delivery challenges and backlogs in service delivery. The Office of the Premier will, in the next 5 years, take the lead and coordinate Setsokotsane initiatives, through service delivery oriented campaigns and consultation with communities. It is an approach for Radical Socio-Economic Transformation with special focus on VTSD.

- Villages, Townships and Small Dorpies (VTSD)

The population of North West Province is currently 3,2 million, residing in 767 villages, 72 townships and 23 small dorpies.

The negligence in development patterns of the rural areas are being addressed by this concrete. As historically proven, poverty, inequality and unemployment are more pronounced in villages, townships and small dorpies. The 5th administration intends to radically transform the development landscape in line with the NDP.

The Municipal VTSD Programme is included under the heading Villages, Townships and Small Dorpies

VILLAGES, TOWNSHIPS & SMALL DORPIES

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short (2016/2017)	Medium (2017/18-2018/19)	Long (2019/20)
Broederstroom Poland	Gardening for the community NYDA- for skills training	29	12 houses of federation 2008- One high school working never functioned.	No water	Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir
				No electricity	ESKOM	Installation of Electricity	Installation Electricity	Installation of Electricity
				No RDP – 12 houses from federation	Human Settlements	Identify Beneficiaries for RDP Houses	Appointment of Service Provider	Building of RDP Houses in terms of beneficiary list
				Need for mobile clinic or a clinic	Health	Provision of Mobile Clinic on specific Days	Appointment of a service provider.	Construction of a Clinic
				Need for pension pay point	SASSA	Provision of a tent and chairs as temporary resources	Appointing a service Provider	Building a community Hall and to utilized for a venue for Pensioners
				Unregistered children for grants	SASSA	SASSA to visit the villages and register children	Process application for final registration	Registration of children on the SASSA Data Base
				No schools, need for schools	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of Primary, Secondary Schools
				No transport	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to public.
				Disabilities	Social Development	Assessment of the nature of Disability	Provide necessary programs	Continuous monitoring of the disability programs
				No sports ground	Sports	Identify the area for creation of multi sports facility	Appointment of a service provider	Construction of a sports ground
				No crèches	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
				Refuse removals	Municipality	Identify area for refuse placement	Establishment of buy Back Centers (Recycling).	Provision of refuse removal Transport
				50% unemployment	OOP/ ALL DEPTS	Provision of learnership/ Apprentice ship	Advertise vacant and funded posts	Fill in all vacant and critical posts
Dipompong	Enterprises development Crop farming *poultry *vegetation Brick making Candle making Baking skills Sewing projects	34	Tarred road in the village 2 boreholes sunk (currently out of commission) Pay point center 261 VIPs	Water in the area is desperately needed	Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir
				Internal roads in a very poor state	Municipality	Appointment of Service provider	Revamping of bad Roads	Ensure proper maintenance on annual Basis
				Unemployment	OOP/ ALL DEPTS	Provision of learnership/ Apprentice ship	Advertise vacant and funded posts	Fill in all vacant and critical posts
				Apollo lights needed	ESKOM	Planning and budgeting	Commencement of the project	Completion of the project
				Health center (no staff in current clinic)	Health	Provision of Casual staff/ Nurses	Appointment of a full time Nurses and Doctors	Continuous appointment of graduated nurses
				Bridge to Madidi swept away many years ago. Bridge to Mafanela also lacking	Public works and Municipality	Build temporary steel bridge	Budget and planning for a permanent reinforced bridge	Construction of the bridge

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Dipompong				Crèche for area	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
				Feeding scheme for school	Education	Budget and planning for catering	Appoint a service provider to supply catering for the learners	Continuous appointment of service providers and encourage schools to establish vegetable gardens
				Recreational facilities	Municipality	Budget and plan for sports ground	Construction of the sports ground	Maintenance of the sports grounds
				Develop enterprises	FEED/ NWC/ IDC	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
				Provision of RDP houses	DLG&HS	Identify Beneficiaries	Appointment of Service Provider	Building of RDP Houses in terms of beneficiary list
				Schools (Primary and secondary)	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of Primary and High Secondary Schools
				Old age home	SASSA/ Soc. Development	Identify NGO's that can assist the elderly and the disabled	Plan and budget to build suitable old age homes	Construction of old age home
				Police station/ mobile station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				EPWP program	Municipality	Identify unemployed Youth	Planning and budgeting	Employ the identified youth
				Incomplete toilet project	DLG& HS	Identify incomplete VIP toilets	Planning and budget	Appoint service provider to complete the project
				Library	Education	Establish a mobile library	Planning and budget	Construction of a library
				Speed humps for the tar road signs				
				Fencing of the graveyard and erection of toilets				
				Veterinary extension services				
				Fencing of Dipompong dam				
				Government programs not reaching township development e.g. for the indigent	Public works & municipality	Identify densely populated areas and schools	Planning and budgeting	Construction of speed humps
				Non responsive of government to intervene	Municipality	Planning and budgeting	Identify and appoint a service provider	Construction of fence and toilets
				READ	Identify areas for extension	Appoint beneficiaries	Establish extensions of veterinary	
				Municipality	Planning and budgeting	Identify possible service provider	Construct and install fences	
				All Departments/ Municipality	Identify the community projects	Appoint Service Provider	Implement identified projects	
				OOP	Consultation with community	Identify programmes needed	Implementation of government programmes	

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Fafung	Access water to Borakalalo to feed the Agriculture communal land Agricultural Human capacity knowledge in farming Different types (skills development finances, marketing) Sand (need finances to be a business person- development for the youth)	1	Road phase 1 and 2 Road phase 3 in progress Boreholes,	National/ provincial road from Jericho very bad	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				150 RDP housing units	DLG&HS	Verification of beneficiaries and appointment of a contractor	Commencement of the construction	100 housing units
				Upgrading internal roads	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Water sanitation	Municipality	Development and implement maintenance plan	Implementation of the plan	Ongoing maintenance
				High Mass Lights	Municipality	Planning and budgeting	Appointment and commencement of the project	Completion of the project
				Electricity (solar)	ESKOM	Installation of power station	Distribution of electricity to various households	Completion of projects
				Borehole not working	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Road phase 2 incomplete (storm water)	Public works/ Municipality	Regular Blading of the current road	Planning and budgeting for storm water and completion of the road	Construction of the road and completion of the project
				Clinic 24 hours and shortage of staff	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts. Planning and budgeting	Employ the nurses permanently
				Fencing of grazing land and farms	Municipality/ READ	Planning and budgeting	Identify beneficiaries and service providers	Supply delivery and installation of fencing material
				Lack of proper consultation for the community	Municipality	Municipality has to improve its interaction with the community	Use media , loud hailing, Kgosi's and Councilors to communal meetings	Have regular meeting and announcements with the community
				Crime is rising, need satellite police station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				Repair the bore-hole with immediate effect for the community to access water	Municipality	Identify the problem with the borehole	Repair the borehole where necessary	Regular maintenance of the boreholes
Hebron	No meeting, no community.	15	233 VIP Toilets, Hebron, Kgalabatsane, Rockville Bulk Water Supply, 117 Housing units	Shortage of Bulk water supply		Hebron/ Kgalabatsane/ Rockville/ Itsoseng/ water	Upgrading of internal roads of *Cluster 3 500 housing units	Upgrading of Hebron taxi rank
Klipgat	Business (small) enterprises Mall (new) Unemployment Grants	8, 24, 36	2 primary schools 2 high schools Special school Construction of new bridge New clinic Police station Community hall/ office Electricity infrastructure	Industrial site	FEED	Provision of industrial site	Appoint Service Provider and budgeting	Establishment of industrial site
				Need more 1 primary and 1 high school	Education	Provision of mobile classrooms	Appoint Service Provider and budgeting	Construction of Primary/High School
				Road, transport infrastructure	Public works	Blading of the current road	Identify Service Provider and budgeting	Construction of the road
				RDP Housing (new development site for RDP)	DLG&HS	Identify beneficiaries	Appointment of the Service Provider	Implementation of the project
				Maintenance of land fill site, sports ground and schools	Municipality	Regular maintenance	Regular maintenance	Regular maintenance

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Klipgat			Storm water roads on going Phase 1, 2,3&4	Need staff at the clinic	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts. Planning and budgeting	Employ the nurses permanently
			Water/ sanitation project ongoing Water Supply Phase 1&2 Klipgat Sanitation Phase 1, Hebron, Kgalabatsane, Rockville Bulk Water Supply	High mass lights not working	Municipality	Planning and budgeting	Appointment and commencement of the project	Completion of the project
				Informal settlement rising	DLG&HS	Identify beneficiaries	Appointment of the Service Provider	Implementation of the project
				Rezoning	Municipality	Determination of business from Residential	Demarcation of residential/business	Applications for Re-zoning in terms of Special Land Use Management
			Klipgat Storm water, Klipgat Multi Purpose Centre, Klipgat, 679 Housing units	Fire station/ satellite	Fire Station	Provision of temporary satellite	Appointment of Service Provider and budgeting	Construction of Fire Station
				Electricity in informal settlement areas	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Recreational facilities	Tourism	Identify areas for establishment of facilities	Appoint Service Provider	Construction of recreation facilities
				Fast tracing the process of buying land from landlord	Land Affairs	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
				Sanitation	Water and Sanitation	Installation of pipes	Appointment of Service Provider	Implementation of the project
				Need of a new sewage point	Municipality	Installation of the extension	Appointment of Service Provider	Construction of the Project
				Upgrading of sewage plant.	Municipality	Development of maintenance Plan	Appointment of Service Provider	Construction of the Project
				Shortage of Bulk water supply		Klipgat extension water supply, Klipgat stormwater, Hebron/ Kgalabatsane/ Rockville/itsoseng/ water	Upgrading of internal roads of *Cluster 4, Klipgat library	Klipgat sanitation project 1000 housing units
Klipvoorstad	Livestock farming. Sand Mining. Tourism Dam- Recreation to increase the economy.	1	Electricity.	Crime.	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
			Community Hall.	High Mass Lights.	Municipality	Planning and budgeting	Appointment and commencement of the project	Completion of the project
			RDP Houses.	Only 5 RDP House.	DLG&HS	Identify beneficiaries	Appointment of the Service Provider	Implementation of the project
			Water Harvesting tanks.	Gravel Road- no maintenance.	Public Works	Blading of Road	Maintenance	Maintenance
			VIP Toilets.	Water supply very inadequate.	Water Affairs	Extension of water pipes	Appointment of Service Provider	Installation of extended pipes
		Mobile Clinic-	No benefits from the water or game reserve.	Tourism	Installation of water pipes	Appointment of Service Provider	Implementation of Project	
		Primary school.	Gardening Projects collapsed.	READ	Planning and budgeting	Identify beneficiaries and service providers	Supply delivery and installation of fencing material	
			21 Housing units	No police station, only at Jericho.	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				No crèches and high schools.	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Oskraal	Agriculture	35	Electricity Water Tanks 96 VIP Toilets 30 VIP toilets. Speed Humps, Madidi-Oskraal Reservoir, 4300 Water meters	Additional Electricity and Mass lights.	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Still need more Water.	Municipality	Installation of water pipes	Appointment of Service Provider	Implementation of Project
				Need VIP Toilets.	Municipality	Provision of toilets	Maintenance	Maintenance
				Need internal Roads.	Municipality	Blading of Road	Maintenance	Maintenance
				Formalization of the area.	DLG&HS	Feasibility Study	Identify infrastructural needs	Implementation of project
				Dumping site, not conducive for our health.	Municipality	Construction of Landfill	Maintenance	Maintenance
				Need for a recreational site- & a Community Hall.	Tourism/ Municipality/ Sports	Identify availability of space	Appointment of Service Provider	Implementation of project
				Clinic/ Mobile Clinic.	Health	Identify casual nurses with the Dept. of health	Have the nurse's work in shifts. Planning and budgeting	Employ the nurses permanently
				Police Station.	SAPS	Establish a satellite police station	Appointment of com-munity Policing Forum	24 Hour Patrol by both Police and CPF Members
				Transport for school and still need a school	Education	Provision of learner transport and a school	Appointment of Service Provider	Implementation of Project
				Community Library.	Education	Identify space for construction of the Library	Plan and budget to build suitable Library	Construction of a Library
				Support for community projects/ NGO's.	Social development	List of identified projects	Appointment of Service Provider	Implementation of Projects
	Skills development/ Training center.	Cleaning of vacant land.	Municipality	Provision of craters	Appointment of Service Provider	Implementation of project		
		Upgrade of ward committee offices.	Municipality	Renovation of the offices	Appointment of Service Provider	Implementation of the Project		
		Skills development/ Training center. Unemployment-Job	OOP/ FEED	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members		
		ABET School.	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche		
					New northern reg landfil site / Oskraal, Upgrading of internal roads of *Cluster 5 600 housing units			
Sephai	Agriculture, Farming.	1	High mast lights, although not enough.	Crime is rising. More High Mast Lights are needed.	SAPS/ Municipality	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
	Cooperatives formed but not off the ground due to no funding and lack of information.		Community Hall.	Hall needs to be renovated.	Municipality	Renovation of the offices	Appointment of Service Provider	Implementation of the Project
	Main road to Sephai village tarred.		Small dam need to be revamped.	Municipality /DLG&HS DWARTS	Feasibility Study	Electricity water pump	Implementation of the projects	
	190 Houses Electricity,		Fencing needed to secure the life stock. Cemetery with palisade fencing.	Municipality/ Agriculture	Provision of fencing	Appointment of Service Provider	Implementation of project	

Name of VTSD	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Sephai				Most pensioners in nearby villages received Jojo's, except Sephai Village pensioners.	Municipality	Provision of Jojos	N/A	N/A
				Crèche is there but not registered.	Education	Needs identification compliance Nom's and Standards	Registration in terms of the Children's ACT	Continuous Monitoring and maintenance
				No clinic. The nearest clinic is in Fafung village which is approximately 4.5km away.	Health	Provide Mobile Clinic	Planning Phase and followed SCM Processes, appointment of Service provider	Completion and Hand over
				The road is full of potholes.	Public works	Filling of Potholes	Maintenance	Maintenance
				No transport to school.	Education	Provision of school transport	N/A	N/A
				Need electricity to pump water.	Municipality	Provision of Solar Power	Alignment of ESKOM and Local Municipality plans	Implementation of the project
				Solar systems needed.	Dept. of Energy	Provision of Solar Power	Alignment of ESKOM and Local Municipality plans	Implementation of the project
				Capacity of water is insufficient (4000 watts)	Water affairs	Increase capacity	Installation of extra pipes	Construction of Reservoir
Madinyane	Upgrading of old high school Agricultural projects- 200 ha Madinyane west available Upgrading of Madinyane combined school Workshops on incubi-tion (agriculture and SMMEs) Solar energy projects Security in Madinyane combined , sports ground and toilets school (burglar) Computer lab with equipment – ICT connection needed Internal roads (pave-ment) High mast lights 5D602 road(provincial road Fencing of 4 cemeteries	34	Pipe of waters (running water VIP 43 Toilets (Madinyane west) Kgolane Goat Project 4 Boreholes 200 Houses Electricity	Baikagedi section- no water only 2 Jojo tanks	Municipality	Increased water Tanks	Planning Phase/ Design	Implementation and Construction
				Not all household have electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Generators stolen, only 1 left out of 3	Municipality	Provision of security	Maintenance	Maintenance
				Water sanitation	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
				No clinic Moilwetswana clinic 8 kilos from Madinyane	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Mobile clinic	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Demarcation	Municipality	Conduct Imbizo	Determine the boundaries	Demarcate in terms of boundaries
				They need RDP houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion and Implementation of the Project
				No public transport (no taxis, 11 buses) in between hours public transport needed	Transport	Lobby Taxi Association and encourage taxis owners to provide taxis in these villages	Lobby Taxi Association and encourage taxis owners to pro-vide taxis in these villages	Lobby Taxi Association and encourage taxis owners to provide taxis in these villages
				Baikagedi and Madinyane west Section are occupying informal settlement therefore need their land to be formalized	Land Affairs	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries Madinyane WC/WDM 100 housing units

VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED 1994 TO DATE	POST	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
							Short term	Medium term	Long term
DAMONSVILLE	Agriculture	21	300 RDP Houses 177 outstanding 222 8% of people have water connected to their yards Electricity Streets lights have been installed 4 High mast light Internal roads Library One clinic Community hall Stadium built 150 Houses electricity, 366 Housing units		Building High school	EDUCATION	Planning Phase and visibility study	Implementation of the project	Construction of the project
	Mining				Crime rate too high	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
	Establishment social hub				Unemployment	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
	Enterprise development centre – skills dev. Hub				Not enough RDP Houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
	Youth development				Illegal connection of electricity	ESKOM	Reporting to authorities(SAPS)	Rollout electrification programme	Implementation of the project
	Drug awareness programs				Selling of RDP houses	DLG & HS	Report the matter to relevant Authority	Conduct preliminary enquiries	Full investigations to be conducted by SAPS
	Community Integrated (social) projects				Street lights not working	ESKOM	Replacement of lights	Maintenance to be conducted regularly	Maintenance to be conducted regularly
	Early childhood Development				Internal roads are bad at RDP houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
					Need bigger clinic	Health	Provide Mobile Clinic	Appointment of service provider	Implementation of the project
					Renovation of community hall	Municipality	Provision of maintenance material	Regular Maintenance to be provided	Maintenance
Kwariekraal	Livestock farming(READ) Crop farming(READ) Tourism(Tourism)		Kwariekraal 116 VIP Toilets, 29 housing units Mmasebolane Water Supply (Boreholes , Water storages an stand pipes)		Water and sanitation (Allocation of diesel is not enough for water pump) Provision of health care	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
					Internal roads	Municipality	Blading of Roads	Maintenance	Maintenance
					Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
					RD houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
					Community hall	Municipality	Provision of maintenance material	Regular Maintenance to be provided	Maintenance
					Recreational facilities	Tourism	Identify availability of space	Appointment of Service Provider	Implementation of project
					Access to information	FEED/ NWC/ IDC	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
					Unemployment rate too high	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
					Water and sanitation (Allocation of diesel is not enough for water pump) Provision of health care	Installation of pipes	Appointment of Service Provider	Implementation of the project	Installation of pipes
									100 housing units

Name of VTSD	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED 1994 TO DATE	POST	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS			
							Short term	Medium term	Long term	
Mjakaneng	Tourism	7	Some internal roads		Bus route (tarring completion)	Public works	Regular Blading of the Roads and planning design	Supply Chain Processes to be followed	Implementation and completion of the Project and regular maintenance	
	Taxi Industry Mining houses		X3 Schools		Library *expansion	Education	Planning Phase and visibility study	Implementation of the project	Construction of the project	
			X2 Primary X2 High School		Crime	SAPS	Establish a satellite police station	Appointment of com-munity Policing Forum	24 Hour Patrol by both Police and CPF Members	
	Skills development- brick making, welding etc.				High number of foreigners	Home Affairs	Determine Status	Liaise with relevant departments	Separate in terms of status	
				Clinic High Mass Lights		Child- headed families	Social Development	SASSA to visit the villages, identify the child headed homes	Planning and budget. Appoint service provider/ NGO	Provide continuous monitoring and support
				Food scheme for schools		Title deeds Ownership of land to be unlocked to secure title deeds	Land Affairs	Identify possible owners	Process Title deed application	Issue owner with title deeds
				Cemetery		Community Hall needed	Municipality	Planning Phase and visibility study	Implementation of the project	Construction of the project and handing over
				Reservoir		Proper sanitation	Municipality	Appointment of Service Provider	Implementation of the project	Installation of pipes
				Electrifications		Water and reticulation	Municipality	Appointment of Service Provider	Implementation of the project	Installation of pipes
						Unemployment	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Water (some houses) 20 Water Tanks Supplied, Internal Tar Roads, Speed Humps, Tar roads, Upgrading of Majakaneng Cemetery		Land and housing	Land Affairs/ DLG&HS	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
						School transportation	Education	Provision of school transport	N/A	N/A
						Roads and storm water	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
						Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
						Social services	Social Dev/ SASSA/ NGO's	SASSA to visit the villages & register people with disabilities and the elderly. Identify what the community needs	Process application for final registration. Appoint service provider	Registration of the disabled and elderly on the SASSA Data Base. Provide continuous monitoring and support
									1000 housing units	Mjakaneng water supply augmentation
Mmakau Maumong	Mining	19	Borehole and fence		Clinics	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project Hand over.	
	Water reservoir		498 houses electrified		Roads and storm water drainage	Public works	Regular Blading of the Roads and planning design	Supply Chain Processes to be followed	Implementation and completion of the Project and regular maintenance	
	Mining of platinum by Xstrata & Glencore		501 houses units		RDP house of poor quality and they are few	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project	
	Granite Mining		Speed humps		Emergency service cars	SAPS/ Health/ FIRE	Establish a satellite police station and fire station. Provide mobile clinic	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members	
	Poultry farming		Construction of 2 reservoirs		None implementation of IDP projects	Local government	Identify IDP projects	Appoint Service Providers	Roll-out the 5year IDP programme	
	Heritage site		Bulk water pipe upgrade		Cemetery full	Municipality	Identification of vacant Land	Fencing the yard and Installation Toilets	Continuous Maintenance on the Land	
			Water supply and leakages		Water affairs	Appointment of Service Provider	Implementation of the project	Installation of pipes		
			Local procurement not done		Municipality	VTSD Approach	Implementation	Integration and Implementation		

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Mmakau		18	Mmakau reticulation Borehole and Fence, 498 Houses electricity, 501 Housing units Speed Humps, Construction of 2 Reservoirs, Bulk Pipe upgrading Thetele and Switch internal roads, Mmakua reticulation Internal Roads RDP provided, but are of poor quality Rural housing programme	Upgrade of sport grounds	Sports	Identify a Land and prepare for Sports Activities	Appoint a service provider SCM Pro-cesses to be followed	Implementation of the project and Handing over the Project
				Mmakau heritage site development	Municipality	Identify the heritage site	Planning and budget-ing. Appointment of Service Provider	Implementation of project
				Granite mining beneficiation	Municipality	Identify beneficiaries	Implementation	Implementation
				Appointment of Kgosi	OOP/DECATA	Procedural Process	Consultation and Appointment	Appointment
				Development of mall/ complex	FEED	Identification of Land and conduct feasibility study	Implementation of the project	Construction of the project
				Maintenance of provincial road	Public works	Regular Blading of the Roads planning and design	SCM Processes to be followed	Implementation and completion of the Project regular maintenance to be conducted
				Poultry farm to be resuscitated	Agriculture	Conduct workshops on farming	Assist interested candidates to register cooperatives	Provide funding on farming projects
				Library	Education	Planning Phase & visibility study	Implementation of the project	Construction of the project
				Waste transfer station	Municipality	Identify area for refuse placement	Establishment of buy Back Centers (Recycling)	Provision of refuse removal Transport
				200 RDP houses needed	DLG &HS	Compile a List of Beneficiaries & appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
				Upgrading of roads of cluster 8	Public works	Regular Blading of the Roads planning and design	SCM Processes to be followed	Implementation and completion of the Project regular maintenance to be conducted
				Roads and Apollo lights needed in all wards	Municipality/ Public works	Regular Blading of the Roads planning and design	SCM Processes to be followed	Implementation and completion of the Project regular maintenance to be conducted
				RDP houses *poor quality and workmanship *needs PHP	DLG &HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
				Need social workers- problems of substance abuse by school children	Social development/ Health/ SAPS	Create Community awareness on the impact	Establishment of entertainment facilities that youth	Rehabilitation of Drug addicts by relevant government institutions
				Water- shortage in Ramolapong- refused tinkering (2yrs)	Water affairs	Appointment of Service Provider	Implementation of the project	Installation of pipes
				Relief of distress great-SASSA assistance- Brits	SASSA	Utilization of the existing Community Hall as a Pay Point	Development of a Multi-purpose Centre	Building a Multi-purpose Centre
				Chronic disease, poor assistance by Doctors need extension for working hours *medication not available	Health	Identify casual nurses with the Dept. of Health	Have the nurse's work in shifts and a Doctor to visit the clinic once a week. Planning and budgeting	Employ the nurses permanently and have enough stock for medication

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Mmakau		18	Homes- Emmanuel Old Age Homes	No assessment by social workers. no proper care-meals	Social development	Assessment be done and provision of care-meals to the aged.	Monitoring	Monitoring
			X2 High school X6 Primary	Registration= R200- Malatse; Tsogo- Registration= R2000	Education			
			Sites for church	Sites for churches	Land affairs	Identify land	Planning and budgeting	Construction of project
			Police station	Ineffective- cannot deal with social crime	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
						Mmakau library		200 housing units
Mooi nooi	Vegetable farming. Sewing project. Poultry farming. Retail. Need information and training on how to		VIP toilets.	RDP houses.	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
			Land ownership	Water shortage.	Water affairs	Appointment of Service Provider	Implementation of the project	Installation of pipes
			Community Hall	Need a playing ground.	Sports	Identify a Land and prepare for Sports Activities	Appoint a service provider SCM Processes to be followed	Implementation of the project and Handing over the Project
			*satellite-Home affairs	Need a clinic.	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
			* social development	Need a school.	Education	Planning Phase and visibility study	Implementation of the project	Construction of the project
			*police station	*Government service	OOP	Mobile govt, services to be provided	Appointment of Service Provider	Implementation of Project
			*school transport	High Mass Lights.	Municipality	Planning and budgeting	Fix and repair the current High mast lights. Appointment and commencement of the project	Completion of the project
				Skills development center.	OOP	Skills needs analysis and develop Data Base	Learnership and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Internal roads.	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Cemetery.	Municipality	Identification of vacant Land	Fencing the yard and Installation Toilets	Continuous Maintenance on the Land
				Unpurified water.	Municipality	Planning Phase/Design	Appoint service provider	Implementation and Construction
				Shopping complex.	FEED/NWDC	Submit Plan and budget	Appointment of Service Provider	Construction of project
				Transport infrastructure.	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to Public.
				Land shortage.	Land affairs	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
				Mooi nooi fire station				1500 housing units
								2000 housing units

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Mothotlung Township	There was no meeting. The Councilor said he was not informed in time (Mr. Davies) so he did not mobilize the community.	20	750 Yard Connections, Tar Road Rehab, 3 High Mast Lights Sewerage Plant, Mothotlung Storm water, Mothotlung Ext 2 water reticulation Mothotlung Ext 2 bulk sewer outfall Mothotlung Taxi Rank, Mothotlung waste water treatment works phase 1 and 2, Mothotlung Storm Water Phase 2-5, 1565 Housing units	Bulk water supply shortages, Sewer reticulation needs to be upgraded old infrastructure		Mothotlung waste water treatment works, Mothutlung storm water	*Cluster 2 internal roads,	Upgrading of Mothotlung outfall sewer, Development of hawkers pavillion
Rabokala	Agriculture- farming, crop.	35	Chicken farm.	Community members were given chickens individually and it ends up collapsed because there is lack of management (food, maintenance and end up dead)	READ	Conduct workshops on farming	Assist interested candidates to register cooperatives	Provide funding on farming projects
	Sewing and knitting.		High mass light.	High mast light not enough for the entire village as they have 5 sections, need 2 lights for each section. These lights are not working since they have been installed.	Municipality	Planning and budgeting	Fix and repair the current High mast lights. Appointment and commencement of the project	Completion of the project
	Bricks project.		Mmeledu has been renovated and classes were increased.	Internal roads need grading, needs paving.	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
			Crèche not supported and subsidized and no supply of food and toys for kids.	This is the only ward that is not taken serious.	OOP/Social Development	Supply of food ratio and toys for kids	Monitoring	Monitoring
			Kutullo project (disabilities) government funding (social development)	No water in pump connection. Water truck does not provide enough water. The truck comes only twice a week and does not deliver to all sections.	Municipality	Increased water Tanks	Planning Phase/Design	Implementation and Construction

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Rabokala		35	Feeding schemes available at all schools but not enough for all the kids. 9 VIP toilets	Lack of electricity in Lerulane and other communities.	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Need about 1000 RDP housing.	DLG&HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
				Clinic- only opened from 7am – 4pm. Shortage of medication and ambulance takes long to come.	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				No police station in the village (no satellite)	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				There's a lot of crime due to lack of work.	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				Land is available, requesting that Government creates projects for the community.	OOP/READ	Make intervention on subsistence and other farming projects	Appointment of Service Provider	Implementation of Project
				Borehole not working and they are plus minus 20 boreholes in the village- need to be utilized.	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Ba ba Thari Entsho cultural group has been established and need funding from Government.	OOP	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
				Sports activities need funding also.	Sports	Identify the area for creation of multi sports facility	Appointment of a service provider	Construction of a sports ground
				Unemployment- needs skills development for unemployment youth.	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Councilor is not communicating with the community and it's a challenge to the community. The councilor does not update and inform the community.	Municipality	Municipality has to improve its interaction with the community	Use media , loud hailing, Kgosi's and Councilors to communal meetings	Have regular meeting and announcements with the community s
				Water, High Mass Light Gravel of Roads is most needed.	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
								100 housing units
							Upgrading of internal roads of *Cluster 7	

Name of VTSD areas	OPPOR-TUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Ramokgata	Agricultural sites	34	22 VIP Toilets	Water and sanitation 4 jojo tanks 3 VIP toilets	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
	Ramokgata poultry cooperatives		25 RDPs of the 25, 5 houses have no electricity	Roads and storm water. Paved internal roads. Street and high mast lights Tarred main road which connects Madinyane village Rework the two bridges on the main road	Public Works	Regular Blading of the current road	Planning and budgeting	Construction of the road
	Site for SSSA facility							
	Ramokgata farming association		145 Houses Electricity	Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
	Mathole		Ramokgata Broiler cooperatives	Clinic	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of project + hand over
	Cash store		Public transport (taxi)	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to Public.	
	Multipurpose center which includes community hall and other services		7 RDP houses	DLG &HS	Compile a List of Beneficiaries and appointment of Contractor	Budget and commencement of the Project	Completion of project and Implementation of Project	
			Provision of management training to existing cooperatives	FEED	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects	
			SASSA pay point facility	SASSA	Mobile SASSA pay point	Dev of a Multi-purpose Centre	Building Multi-purpose Centre	
			Maintenance of sport ground and equipment's	Sport	Planning and budgeting	Appointment of a service provider	Regular maintenance of sports ground and provide sporting equipment	
			Old age facility and care givers	Social development	Identify NGO's that can assist the elderly and the disabled	Plan and budget to build suitable old age homes	Construction of old age home	
			Tractor for planting and harvesting Lucerne build storage for Lucerne fence feed lot and fence to demarcate crop and animal production farming water and irrigation fix boreholes access and purify river water for agriculture	READ	Identify land for communal farming	Redistribution to beneficiaries	Continuous maintenance and monitoring of the farm	
			Community goes to Brits for health services, mobile Clinic come once in two months	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.	
			Have only 11 buses which operate within specific times, from 8h30 in the morning until 16h30, buses are not working and have no taxis between those times.	Transport	Identification of potential service Providers	Appointment of service provider.	Provision of Transport to Public.	
			Only three Committee Members represented the whole community	Municipality	Municipality has to improve its interaction with the community	Use media, loud hailing, Kgosi's and Councilors to communal meetings	Have regular meeting and announcements with the community s	
				100 housing units				

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED 1994 TO DATE	POST	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
							Short term	Medium term	Long term
Valboschloot	Farming (livestock)	1	Community Hall		The road is about 7km is bad and currently not maintained.	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
	Mineral Resources		High mass lights		Water shortage	Water Affairs	Provision of water Tanks	Installation of water Pipes	Building Water Reservoir
	Farming Machinery- the area has spatial land		68 (VIP's) Toilets		Need RDP housing	DLG&HS	Compile a List of Bene-ficiaries & appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
			327 Houses Electricity		Drought relief	READ	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
			Water reservoir water supply for livestock Nguni Projects						100 housing units
Refentse	Hartebeespoort dam	30 & 33	155 Housing units		Clinic, Mobile clinic & Ambulances needed	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	RDP houses				High mast lights	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
	CPF (Policing)				Unfinished RDP houses, RDP houses	DLG & HS	Compile a List of Bene-ficiaries & appointment of the Contractor	Budget and commencement of the Project	Completion and Imple-mentation of the Project
	Skills development center				Toilets & Sewage leakage	Municipality	Provision of toilets	Maintenance	Maintenance
					Recreational facilities	Tourism	Identify availability of space	Appointment of Service Provider	Implementation of project
					High rate of unemployment	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of & Placement by Sector Dept. Monitoring and Support
					Primary & High Schools & Scholar Transport	Education	Appoint service provider to transport scholars. Provision of Mobile Classes	Appointment of Service Provider	Building of Primary, Secondary Schools
					Police van	SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
					Day care Center & E.L.C	Education	Identify a place to establish a learning center	Appoint a service provider	Construction of a Crèche
					Refuse removal	Municipality	Identify area for refuse placement	Establishment of buy Back Centers (Recycling)	Provision of refuse removal Transport
					Title deeds	DLG&HS	Identify possible owners	Process Title deed application	Issue owner with title deeds
					Speed humps R511	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
					Roads	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
					Clinic, Mobile clinic & Ambulances needed	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
								Electrification: refentse	

Name of village	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Oukasie	Car wash	13,22, 21	90% yard connection Ongoing development on internal roads	Lack of space for farming	READ	Identify beneficiaries	Redistribution to beneficiaries	Redistribution to beneficiaries
	Farming (lack of space)			Proper shelters for NGO's that operates as hospices as well as training for the NGO's	Social Development	Mobile SASSA pay point for every section	Development of a Multi-purpose Centre	Building a Multi-purpose Centre
	Stalls for fruits & vegetables		20 high mast lights	Substance abuse	Health/ SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
	Dress makers		90% of house with electricity	Crime committed by foreign people	SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
	Hair salon		2 primary school	Clinic in ward 13 or mobile clinic	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
	Training/ Sports facilities (Gym)		1 high school	Lack of intervention for SMMEs from government	FEED/ NWDC/ IDC	Conduct workshops on business	Assist interested candidates to register companies	Provide funding on projects
	Clothes selling		Clinic in ward 21	Police station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
			Outfalls Sewer up-grade, Internal Tar Roads, Tar Road Rehab, Speed Humps, 1519 Houses, Oukasie Storm water phase 1 – 5, 1831 Housing units			*Cluster 2 internal roads, Oukasie waste transfer station, Oukasie storm water phase 5, Oukasie main electricity supply 10 mva transformer 1237 housing units	Upgrading of Oukasie taxi rank, Electrical distr. network refurbishment: Oukasie	Development of hawkers pavillion
Madidi	Brick making (river sand)	3	5 boreholes installed	Water & sanitation (sewage system)	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
			RDP houses (650)	V.I.P Toilets	Municipality	Provision of toilets	Maintenance	Maintenance
	Vegetable production		3 high mast lights	RDP houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
	Resort (tourism)		Health care center	Storm water system	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
	Underground water		Multipurpose center	Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
			VIP toilets	Recreational facilities	Tourism	Identify availability of space	Appointment of Service Provider	Implementation of project
	Trained learners by construction/ road making		Access to roads	Resurfacing of tarred road	Public work	Regular Blading of the current road	Planning and budgeting	Construction of the road
			Madidi-Oskraal Reservoir, Bulk Pipe Lines, 4300 Water meters, 510 Housing units	Services from Social development & grants center for people with disabilities	SASSA	SASSA to visit the villages and register people with disabilities and the elderly	Process application for final registration	Registration of the disabled and elderly on the SASSA Data Base
				Water Tanks	Municipality	Provision of water Tanks	Installation of water Pipes	Building of water Reservoir
				RDP Houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
						Upgrading of internal roads of *Cluster 4, Madidi multi-purpose centre		

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Lethakeneng	Farming Land available but there are no resources.	34	Tarred Road (5KM) 20B- An enterprise learner ship was given to 3 people by the municipality 16 VIPs	Clinic is 25 km, Mobile clinic comes once a month for elderly & immunization only	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Water for the whole community and irrigation	Municipality/ Water Affairs	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Computer labs at schools	Education	Planning and budgeting	Appointment of service provider	Construction of computer lab and installation of computers
				No monitoring of the Bakery which was provided by the Social development	Social Development	Planning and budgeting	Appoint an NGO and provide maintenance and regular monitoring of the bakery	Provide continuous
				Satellite police station	SAPS	Establish a satellite police station	Appointment of community Policing Forum	24 Hour Patrol by both Police and CPF Members
				High mast lights and community hall	Municipality	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Roads (Internal)	Public Works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Sewage system	Municipality	Installation of the extension	Appointment of Service Provider	Construction of the Project
				RDP houses	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project and Implementation of the Project
							Upgrading of internal roads of *Cluster 7	Lethakaneng w/wdm
Kgabalatsane	Farming sunflower A lot of useful sand e.g. River sand, plaster and Bo sand Cattle and poultry farming Meriting dam to be converted to a recreational park Skills development center		Building of hall Erection of 3 high mast lights not working Grading of roads Hebron, Kgabalatsane, Rockville Bulk Water Supply, Skills Development Centre	Water supply, bulk pipeline, water reservoir plant to be operational	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Yard connection	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Borehole to be functional/ repaired	Municipality	Find alternative provision of water	Budgeting and planning for building a reservoir	Construction of the reservoir
				Clinic to be expanded & operate 24 hours including shelters outside	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				Tarred roads around the village	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				No community library	Education	Identify space for construction of the Library	Plan and budget to build suitable Library	Construction of a Library
				No community hall	Municipality	Planning Phase and visibility study	Implementation of the project	Construction of the project and handing over
				High usage of drugs	Health/ SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
				Electricity in Kagisano Block G, E, & Kgabalatsane	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				Water reticulation				
				Upgrading of internal roads of *Cluster 3				

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED POST 1994 TO DATE	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						Short term	Medium term	Long term
Jonathan	Cooperatives (farming) Livestock but no camps and this pose a challenge	1	Water provided- boreholes & tanks Electricity RDP 30 units, but water only on main road 89 VIPs,	No roads	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				No high mast lights	Municipality	Planning and budgeting	Appointment and commencement of the project	Completion of the project
				Unemployment is high	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				Village graduates leave the area because of no developments	OOP	Skills needs analysis and develop Data Base	Learner ship and Internship programme to be implemented	Absorption of and Placement by Sector Dept. Monitoring and Support
				No primary school (closed as a result of rationalization nearest primary school is about 20km away from the village)	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of High Secondary Schools
				No clinic, only mobile which comes just a month	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.
				No electricity at Puo Pha Secondary School	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
Jericho	Livestock farming Piggery Cattle Chicken Crop farming	2	Bulk pipeline 190 VIP Toilets Speed Humps 84 VIPS Bus road reservoir	Water and sanitation incomplete water supply project (3 Projects)	Municipality	Installation of pipes	Appointment of Service Provider	Implementation of the project
				Roads- Potholes on the main Road link Tarred Road from Jericho to Rashoop	Public works	Regular Blading of the current road	Planning and budgeting	Construction of the road
				Electricity	ESKOM	Installation of Power station	Distribution of electricity to various households	Completion of projects
				RDP HOUSES	DLG&HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project an Implementation of the Project
				Apollo Lights, only 3 Working and more needed	Municipality	Planning and budgeting	Appointment & commencement of the project	Completion of the project
				Social services- SASSA pay point is only one and very far from other sections	SASSA	Mobile SASSA pay point for every section	Development of a Multi-purpose Centre	Building a Multi-purpose Centre
				Recreation facilities	Tourism	Identify areas for establishment of facilities	Appoint Service Provider	Construction of recreation facilities
				Incomplete and neglected sport ground	Sports	Identify the area for creation of multi sports facility	Appointment of a service provider	Construction of a sports ground
				Clinic – no ambulance. No maternity service. Inadequate hygiene Not disability friendly. Limited operating hours	Health	Provide Mobile Clinic	Planning Phase and SCM processes to be followed	Appointment of service provider completion of the project and Hand over.

Name of VTSD areas	OPPORTUNITIES	WARD	PROJECTS IMPLEMENTED 1994 TO DATE	POST	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
							Short term	Medium term	Long term
	Feedlot Tourism Community initiated project- community art center (old unused buildings) Cultural village		Bulk pipe upgrading Jericho to Makgabelwane (7km) Jericho Multipurpose center 96 housing units		Library, Shortage of computers. Limited working hours Library space is too small	Education	Increase staff so that they work in shifts, library to extend working hours	Plan and budget to build a bigger library, to buy the computers	Construction of a Library and appoint service provider for new computers
					Housing Beneficiary confirmation Shortage is still high	DLG & HS	Compile a List of Beneficiaries and appointment of the Contractor	Budget and commencement of the Project	Completion of the project and implementation of the Project
					Feed lot incomplete				
					Multipurpose center	Public Works	Feasibility study	Appointment of Service Provider	Implementation of project
					No fencing	Municipality	Planning and budgeting	Identify possible service provider	Construct and install fences
					No recreational facilities	Tourism	Identify areas for establishment of facilities	Appoint Service Provider	Construction of recreation facilities
					VIP toilets - selective and unfair distribution	Municipality	Identify beneficiaries who need the VIP toilets	Planning and budget	Provision of services firmly in terms of identified beneficiaries,
					Secondary school Never renovated Too far from other sections	Education	Provision of Mobile Classes	Appointment of Service Provider	Building of Primary, Secondary Schools
					Old age homes (privately owned and dilapidated)	Social development	Identify NGO's that can assist the elderly and the disabled	Plan and budget to build suitable old age homes	Construction of old age home
					Police station Under staffed Lack of vehicles Poor Hygiene quality	SAPS	Establish a satellite police station	Appointment of community Police Forum	24 Hour Patrol by both Police and CPF Members
					Cemetery project in-complete & vandalized	Municipality	Identification of vacant Land	Fencing the yard and Installation Toilets	Continuous Maintenance on the Land
							Makgabelwane to Jericho road, Upgrading of internal roads of *Cluster 6	100 housing units	Jericho water reticulation

CORRECTED VTSD AREAS AND CONFIRMATION

43 VILLAGES	OPPORTU- NITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	PLANS		
						SHORT (1 year) (Currently implemented)	MEDIUM (3 years)	LONG (5 years)
Ga-Rasai		1	178 Houses Electricity,	Shortage of Bulk water supply		Fafung to Rasai road	Upgrading of internal roads of *Cluster 6	Ward 1 VIP toilets 100 housing units
Mankgekgetha,		1	38 VIP Toilets	Shortage of Bulk water supply				
Makgabetlwane		1	Boreholes, 80 VIPs	Shortage of Bulk water supply		Makgabetlwane to Jericho road	100 housing units	
Legonyane		1	3 Water Tanks Sup-plied, 70 VIP toilets, Community Hall	Shortage of Bulk water supply			Upgrading of internal roads of *Cluster 6	100 housing units
Ga-Tshefoqe		1		Shortage of Bulk water supply				100 housing units
Mmasebolane		1	Water Supply (Bore-holes , Water storages and stand pipes)	Shortage of Bulk water supply				100 housing units
Atlanta		1		Shortage of Bulk water supply			100 housing units	
Rooiwal,		1	50 VIPs	Shortage of Bulk water supply				100 housing units
Mmupudung		1	Water Supply (Bore-holes , Water storages an stand pipes)	Shortage of Bulk water supply				
Assen;		1		Shortage of Bulk water supply				
Lekgema		1					Upgrading of internal roads of *Cluster 4	1000 housing units
Maboloka;		4,5,6	2008 yard Connect-ions, Water Supply Project, 3 Water Tanks supplied, Ex-tension of Bus Route, 418 Houses Electricity, New Bus Route, 1687 Housing units	Shortage of Bulk water supply		Maboloka sports facility, Upgrading of internal roads of *Cluster 7		Maboloka water augmentation project wc/wdm 100 housing units
Rankotea;		14	213 VIP Toilets	Shortage of Bulk water supply		Rankotea road		50 housing units
Rampa,		34	25 VIPs	Shortage of Bulk water supply				50 housing units
Mmakgabetlwane		1		Shortage of Bulk water supply		Makgabetlwane to Jericho road Phase 5		100 housing units
Moiletswane,		34	Bulk Pipe	Shortage of Bulk water supply			Upgrading of internal roads of *Cluster 6	100 housing units
Shakung		34	91 VIP Toilets, 7km Shakung road	Shortage of Bulk water supply			Upgrading of internal roads of *Cluster 6	100 housing units
Itsoseng ,Erasmus		16	Upgrading of Itsoseng road (0.6km)	Shortage of Bulk water supply		Hebron/ Kgabalatsane/ Rockville/ Itsoseng/ water Upgrading of internal roads of *Cluster 3		500 housing units
Bapong;		25	Bulk Pipe Lines installation, 303 VIP Toilets, Reticulation, Speed Humps, Pump Station installation, 23 VIPs, 38 VIPs, Tar roads and Cemetery Road, Yard Connect- ions, Constructions of Reservoir, 401 Housing units	Shortage of Bulk water supply		500 housing units	*Cluster 1 internal roads	

43 VILLAGES	OPPORTUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	PLANS		
						SHORT (1 year) (Currently implemented)	MEDIUM (3 years)	LONG (5 years)
Modderspruit		31	Bulk Pipe Lines Reticulation, Speed Humps, Internal Tar Roads, 500 Houses Electricity, Reservoir, Tar roads, Yard Connections, 466 housing units	Shortage of Bulk water supply		Ward 31 sports facility	*Cluster 1 internal roads 50 housing units	
Wonderkop		26	400 and 1180 Houses Electricity			750 housing units		
Segwaelane		32	70 VIP toilets			500 housing units	*Cluster 1 internal roads	

CORRECT VTSD AND CONFIRMED: Townships

Townships	OPPOR- TUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	RESPONSIBLE DEPARTMENT	REMAINING CHALLENGES	GOVERNMENT PLANS		
						SHORT	MEDIUM	LONG
Lethabile		9,11,12	958 Yard Connections, 844 Yard Connections, 1271 Yard Connections, 1666 Yard Connections(Water reticulation), Water Supply Project, Sewerage Treat-ment Plant, Outfalls Sewer installation, Internal Tar Roads, installation of Speed Humps, 5065 Housing units, 20 High Mast Lights, Lethabile Fire Station, Lethabile Block I Bulk Sewer Pipeline and Pump Station, Lethabile Cemetery Phase 2, Brits to Lethabile Bulk Pipeline, Lethabile Storm Water Phase 1&2 Lethabile Cemetery Phase 2 Lethabile Storm Water Phase 1&2. 4546 houses electrified.		Untraceable beneficiaries to occupy completed housing units. Bulk water supply shortages.	Upgrading of internal roads of *Cluster 5, Lethabile stormwater, Upgrade lethabile main substation 20 mva 500 housing units	Lethabile flea market, Electrification: lethabile block I	Development of lethabile taxi rank, Development of hawkers pavillion
Sunway		30	1000 Housing units				Sunway village bulk sewerline	Sunway electricity substation 500 housing units

CORRECTIONS AND CONFIRMATION: Small Dorpies

Small Dorpies	OPPOR- TUNITIES	WARD	PROJECT IMPLEMENTED 1994 - 2015	REMAINING CHALLENGES	RESPONSIBLE DEPARTMENT	GOVERNMENT PLANS		
						SHORT (1 year) (Currently implemented)	MEDIUM (3 years)	LONG (5 years)
Sonop		25	Sewerage Treatment Plant, Pump Station, Sonop Cemetery				500 housing units	
Mooi-nooi,		27				Cluster 1 internal roads, Dithabaneng multi purpose centre 1000 housing units	Mooi-nooi fire station 2000 housing units	1500 housing units

CONCLUSION

This is the 4th and last review of the 2017/2021 5 Year IDP. The 5 year IDP plan had been guided by the National Development Plan and Medium Term Strategic Framework.

The 5th administration introduced new policy initiatives to fast track service delivery to the people of Bokone Bophirima. The successful implementation of the new policy initiatives will be based on the 5 concretes.

The Repositioning, Rebranding and Renewal (RRR) is anchored on five concretes. The success of the implementation of the Radical Socio-economic Transformation Agenda of the 5th administration will rest on the following 5 concretes:

- Agriculture, Culture and Tourism (ACT)
- Villages, Townships and Small Dorpies (VTSD)
- Reconciliation, Healing and Renewal (RHR)
- Saamtrek Saamwerk Philosophy
- Setsokotsane Approach